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# 1999 Annual Report



TOWN of SALEM  
NEW HAMPSHIRE



**Special thanks.....**

*to*

*Salem resident*

***Michael Wallace***

*for his willingness*

*to volunteer his time and energy*

*to attend board and committee*

*meetings to take pictures of*

*your public officials*

*and to the many citizen*

*volunteers who serve on the*

***Town's various boards and committees.***

*Cover Illustration:*

*In 2000 the Town of Salem will celebrate its 250<sup>th</sup> anniversary. Many of you may have seen the new "Welcome to Salem, New Hampshire" signs. These signs wish to welcome new residents and travelers, and serves to express the pride Salem residents have in their community appearance.*


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# **TOWN of SALEM**

## **NEW HAMPSHIRE**



**Town Report**  
**1999**



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# T O W N O F F I C I A L S

## ELECTED OFFICIALS TERM EXPIRES

*All terms expire in the month of March*

### Board of Selectmen - Three Year Terms

|   |      |
|---|------|
| Robert L. Ellis, <i>Chair</i>             | 2000 |
| Charles W. Morse, <i>Vice-Chair</i>       | 2000 |
| Everett P. McBride, Jr., <i>Secretary</i> | 2002 |
| Thomas D. Eden                            | 2001 |
| Philip A. Smith, Sr.                      | 2002 |

### Town Clerk - Three Year Term

|                 |      |
|-----------------|------|
| Barbara Lessard | 2002 |
|-----------------|------|

### Tax Collector - Three Year Term

|                   |      |
|-------------------|------|
| Cheryl-Ann Bolouk | 2002 |
|-------------------|------|

### Treasurer - Three Year Term

|            |      |
|------------|------|
| John Sytek | 2002 |
|------------|------|

### Moderator - Two Year Term

|                 |      |
|-----------------|------|
| Laurence Belair | 2000 |
|-----------------|------|

### Library Trustees - Three Year Terms

|                                  |      |
|----------------------------------|------|
| Rosemarie Hartnett, <i>Chair</i> | 2000 |
| Martha Breen                     | 2001 |
| Ethel Fairweather                | 2002 |

Library Director (Appointed by Trustees)  
Eleanor Strang

### Supervisors of the Check List - Six Year Terms

|               |      |
|---------------|------|
| Janice Habib  | 2002 |
| Sheila Murray | 2004 |
| Joan Sabatini | 2000 |

### Budget Committee - Three Year Terms

|  |      |
|--|------|
| Earl Merrow, <i>Chair</i>                                | 2002 |
| Stephen Campbell   | 2000 |
| Joseph Comforti  | 2000 |
| Robert Johnson   | 2001 |
| Robert Mayer   | 2000 |
| Brenda Sack  | 2001 |
| Pam Berry, <i>School Board Rep.</i>                      |      |
| Roland Mayer, <i>Alternate School Board Rep.</i>         |      |
| Thomas D. Eden, <i>Selectmen Rep.</i>                    |      |
| Everett P. McBride, Jr., <i>Alternate Selectmen Rep.</i> |      |

## ELECTED OFFICIALS TERM EXPIRES

*All terms expire in the month of March*

### Trustees of the Trust Funds - Three Year Terms

|                                  |      |
|----------------------------------|------|
| Harley Featherston, <i>Chair</i> | 2001 |
| Michael Garafalo                 | 2002 |
| Terrence Gerlich                 | 2000 |

*All terms expire in the November 2000*

### NH State Representatives (District 26) - two year terms

|   |  |
|---|--|
| Ronald Belanger                                   |  |
| Richard Cooney                                    |  |
| Janeen Dalrymple                                  |  |
| Michael Downing                                   |  |
| Charles Morse ( <i>District 28</i> )              |  |
| Richard Noyes                                     |  |
| Anne Priestley                                    |  |
| Bernard Raynowska                                 |  |
| Nancy Stickney                                    |  |
| Donna Sytek                                       |  |
| State Senate -Arthur Klemm ( <i>District 22</i> ) |  |

## APPOINTED OFFICIALS TERM EXPIRES

*(Appointed by Board of Selectmen)*

### Conservation Commission - Three Year Terms

*All terms expire in the month of April*

|  |      |
|--|------|
| Theodore W. Hatem, <i>Chair</i>                    | 2002 |
| George P. Jones, III                               | 2001 |
| Thomas Campbell                                    | 2000 |
| David George                                       | 2002 |
| William Schultz                                    | 2001 |
| William Valentine                                  | 2000 |
| James Holland, <i>Alternate</i>                    | 2000 |
| Janet Wilson, <i>Alternate</i>                     | 2002 |
| Everett P. McBride, Jr., <i>Selectmen Rep.</i>     |      |
| Ross Moldoff, <i>Planning Director, Staff Rep.</i> |      |

### Council on Aging - Three Year Terms

*All terms expire in the month of April*

|                            |      |
|----------------------------|------|
| Karen Bryant, <i>Chair</i> | 2001 |
| Robert Castricone          | 2001 |
| Delbert Downing            | 2000 |
| Pat Keegan                 | 2002 |
| Rachel Clement             | 2000 |
| Victor Mailloux            | 2001 |



### APPOINTED OFFICIALS      TERM EXPIRES

*(Appointed by Board of Selectmen)*

#### Council on Aging *(continued)*

|  |      |
|--|------|
| Ann St. Hilaire  | 2002 |
| Charles Morse, <i>Selectmen Rep.</i>                   |      |
| Sally Sweet, <i>Elder Svs. Coordinator, Staff Rep.</i> |      |

#### Fair Hearing Committee, Three Year Terms

*All terms expire in the month of September*

|   |      |
|---|------|
| Martha Breen                                      | 2000 |
| Janet Cheeseman                                   | 2000 |
| Ethel Fairweather                                 | 2000 |
| Robert Loranger, <i>Administrator, Staff Rep.</i> |      |

#### Historic District Commission - Three Year Terms

*All terms expire in the month of April*

|                                     |      |
|-------------------------------------|------|
| Edith Desrosiers, <i>Chair</i>      | 2000 |
| Martha Breen                        | 2000 |
| Beverly Glynn                       | 2002 |
| Carol McShane                       | 2000 |
| Donna Smith                         | 2001 |
| Philip Smith, <i>Selectmen Rep.</i> |      |

#### Housing Authority - Five Year Terms

*All terms expire in the month of April*

|  |      |
|--|------|
| Susan Desmet, <i>Chair</i>                 | 2001 |
| Delbert Downing                            | 2000 |
| James Galluzzo, Jr.                        | 2003 |
| Patricia Keegan                            | 2002 |
| Mary Frances Renner                        | 2004 |
| Diane Kierstead, <i>Executive Director</i> |      |
| Philip Smith, <i>Selectmen Rep.</i>        |      |

#### Museum Committee - Three Year Terms

*All terms expire in the month of April*

|   |      |
|---|------|
| Louise Ackerman, <i>Historical Soc. Rep.</i>  | 2001 |
| Jeff Barraclough, <i>Historical Soc. Rep.</i> | 2000 |
| Beverly Glynn, <i>Historic District Rep</i>   | 2003 |
| Ernest Mack, <i>Historical Soc. Rep.</i>      | 2003 |
| Carol McShane, <i>Historic District Rep.</i>  | 2001 |
| Donna Smith, <i>Historic District Rep.</i>    | 2001 |
| Phil Smith, <i>Selectmen Rep.</i>             |      |

#### Planning Board - Three Year Terms

*All terms expire in the month of November*

|                            |      |
|----------------------------|------|
| James Keller, <i>Chair</i> | 2000 |
| Gene Bryant                | 2002 |
| Richard Gregory            | 2001 |
| Maria Hamilton             | 2000 |
| Phyllis O'Grady            | 2002 |
| Keith Wolters              | 2001 |

### APPOINTED OFFICIALS      TERM EXPIRES

*(Appointed by Board of Selectmen)*

#### Planning Board *(continued)*

|  |      |
|--|------|
| Robert Boucher, <i>Alternate</i>                   | 2002 |
| Thomas Newton, <i>Alternate</i>                    | 2001 |
| Michael Wasiejko, <i>Alternate</i>                 | 2000 |
| Robert L. Ellis, <i>Selectmen Rep.</i>             |      |
| Ross Moldoff, <i>Planning Director, Staff Rep.</i> |      |

#### Recreation Advisory Committee - Three Year Terms

*All terms expire in the month of November*

|  |      |
|--|------|
| Stephen Kniaz, <i>Chairman</i>                         | 2000 |
| Sean Coyle   | 2001 |
| Michael Crosby   | 2002 |
| Francis Gugliotta                                      | 2001 |
| Michael Wallace  | 2002 |
| Joel Varnick   | 2000 |
| Glen Orso, <i>Alternate</i>                            | 2000 |
| Richard Russell, <i>Alternate</i>                      | 2001 |
| Michael Loomis, <i>Alternate</i>                       | 2001 |
| Philip Smith, Sr., <i>School Board Rep.</i>            |      |
| Charles Morse, <i>Selectmen Rep.</i>                   |      |
| Julie Kamal, <i>Recreation Coordinator, Staff Rep.</i> |      |

#### Rockingham County Planning Commission

*Salem Representatives - Terms expire annually in June.*

|  |      |
|--|------|
| Richard Cooney                         | 2000 |
| Ronald Habib                           | 2000 |
| Richard Sunday                         | 2000 |
| Robert L. Ellis, <i>Selectmen Rep.</i> |      |

#### Zoning Board of Adjustment - Three Year Terms

*All terms expire in the month of April*

|   |      |
|---|------|
| Edward Huminick, <i>Chair</i>                           | 2000 |
| John Doyle  | 2000 |
| Gerald Forcier  | 2001 |
| Joseph Scionti  | 2001 |
| Edward Suffern  | 2000 |
| Gary Azarian, <i>Alternate</i>                          | 2001 |
| Curtis Davis, <i>Alternate</i>                          | 2000 |
| James Holland, <i>Alternate</i>                         | 2002 |
| Glen Lavallee, <i>Alternate</i>                         | 2000 |
| Daniel Norris, <i>Alternate</i>                         | 2002 |
| Sam Zannini, <i>Chief Building Official, Staff Rep.</i> |      |



**TOWN DEPARTMENTS AND STAFF****Town Manager**

David W. Owen, *Town Manager*  
Maureen Witley

**Assessing Department**

Normand Pelletier, *Chief Assessor*  
Catherine Arsenaault, *Deputy Assessor*  
Joyce Desrosiers  
Gail Watts

**Community Development Department**

E. James Turse, *Community Development Director*

**Capital Projects Division**

George Sealy, *Capital Projects Manager*

**Building Division**

Samuel Zannini, *Chief Building Official*

Ken Sherwood

Warren Winter

Janet Thompson

**Engineering Division**

James Brown, *Senior Engineer*

Joseph Chamberlain

Carol Maldonado

**Health Division**

Suzanne Doucette, *Health Officer*

**Planning Division**

Ross A. Moldoff, *Planning Director*

Rosemarie Hartnett

**Elder Services**

Sally Sweet, *Elder Services Coordinator*  
Daniel Pacheco  
Lois Kurgan

**Finance Department**

Jeffrey Towne, *Finance Director*  
Linda Casey, *Account & Budget Manager*  
Marilyn Pearson, *Purchasing Coordinator*  
Patricia Gaddis, *Water/Sewer Billing*  
Susan Galvin, *Accounts Payable*  
Jean Mayo, *Accounts Receivable*  
Barbara Riley, *Water/Sewer Billing*  
Rena Webster, *Payroll*

**Fire Department**

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*  
Arthur Barnes, *Assistant Fire Chief*  
Kevin Breen, *Deputy Fire Chief*  
James Stone, *Deputy Fire Chief*  
Robin Beshara

**TOWN DEPARTMENTS AND STAFF****Human Resources Department**

Mary Donovan, *Human Resources Manager*  
Donna Pratt

**Human Services Department**

Robert Loranger, *Welfare Administrator*  
Maureen Sullivan

**Information Services Department**

John Bernard, *Information Services Manager*  
Karen Landry  
Zheng Zhou

**Police Department**

Stephen Mac Kinnon, *Chief of Police*  
John Boudreau, *Captain*  
Alan Gould, *Captain*  
Donna Ward

**Public Works Department**

Rodney Bartlett, *Public Works Director*  
Rick Russell, *Operations Manager*  
Joe Geary, *Utilities Manager*  
Lydia Fortier

**Recreation Department**

Julie Kamal, *Recreation Coordinator*  
Jeanine Bannon

**Tax Collector**

Cheryl-Ann Bolouk, *Tax Collector*

**Town Clerk**

Barbara Lessard, *Town Clerk*

**Collections**

Patricia Carter, *Deputy Tax Collector*  
Mary Fawcett, *Deputy Town Clerk*  
Mary Ann Bell  
Jacqueline Delaney  
Betty Oldeman  
Susan Wall

**District Court**

John A. Korbey, *Justice*  
Urvile J. Beaumont, *Special Justice*  
Michael E. Jones, *Special Justice*  
David S. Wajda, *Clerk of Court*  
Margaret Daszuta, *Deputy Clerk*

**BOARDS, COMMITTEES, AND COMMISSIONS****BOARD OF SELECTMEN**

*From left to right: Robert L. Ellis (Chairman), Charles W. Morse (Vice-Chairman), Everett P. McBride, Jr., (Secretary), Thomas D. Eden, Philip A. Smith*

Here we are again. Another year of growth, and all of the issues that surround expansion and the infrastructure to support it. I would like to thank all of the department heads and committee members who worked and gave of their personal time and attention to make it all happen. I would like to thank one person in particular without whose foresight and attention to detail the balance required to make it all happen would not have occurred. That person is Jim Turse, Community Development Director to Town Manager and back to Community Development Director. His response was and always has been

“can do”.

With Steve Daly’s resignation Jim was called on and accepted the responsibility of Town Manager on top of his regular duties as Community Development Director. His ability to lead and motivate individuals outside and inside the Town of Salem has brought about successful expansion in our business and industry areas as well as growth in the residential parts of Salem.

Thanks to Jim’s leadership and the energy and

cooperation of all employees of Salem the passing on of leadership to our new Town Manager, Dave W. Owen, although hectic, will continue in a very positive direction.

Prior to coming to Salem, Mr. Owen served as Town Administrator for the Town of Burlington, Massachusetts for nearly 10 years, and was that community's longest serving Town Administrator. His major accomplishments in Burlington include: (1) developing and implementing a capital buildings program that resulted in most of the Town's

*"The Board of Selectmen is pleased to have Mr. Owen on board and looks forward to his positive contributions to the Town of Salem."*

*Selectmen Chairman Bob Ellis*

facilities being renovated or replaced, and (2) attracting significant economic development to Burlington, most notably the new east-coast corporate offices of Sun-Microsystems, Inc. Mr. Owen also served as the chief administrative officer of the Town of Needham, MA and as a planner for several years. The Board of Selectmen is pleased to have Mr. Owen on board and looks forward to his positive contributions to the Town of Salem.

Thank you all for your support and on behalf of the Board of Selectmen, we welcome Dave Owen aboard and look forward to another great and prosperous year in 2000.

Respectfully submitted,

Robert L. Ellis, Chairman

## BUDGET COMMITTEE



*From left to right: Earl Merrow, (Chairman), Stephen Campbell, Joseph Comforti, Robert Johnson, Robert Mayer, Pam Berry (School Board Rep.), Thomas Eden, Selectman Rep. (Not pictured: Brenda Sack)*

The Municipal Budget Committee (MBC) is wrapping up another eventful year.

The MBC had a resignation of one of its members, and for the second consecutive year, appointed a replacement.

We welcomed our second Town Manager since Steve Daly resigned last April.

We have seen our State legislators enact a state property tax that has created turmoil and controversy throughout the state.

We are in the middle of a full town revaluation that has citizens and businesses nervously

waiting for the completion and results.

We are also being faced with trying to keep the NH Department of Motor Vehicles office in Salem.

Last, but certainly not least, the MBC has two 3-year seats and one 2-year seat up for your consideration. Additionally, a new 3-year seat has been added to the MBC by the voters. This results in four seats for you to consider when you vote.

During all of this, the MBC has strived to give you budgets for the Town and the School District that meets the needs of each as we strive

to maintain a reasonable tax rate and to make the two administrations be accountable.

When the MBC works on the budget, we consider not just the citizen who can easily pay their taxes and the businesses that can write them off as they seek every expanding programs, but the citizens who have lower incomes, are on fixed incomes or have had catastrophic illnesses or injuries. These are the

*"The Municipal Budget Committee wishes the community great prosperity, health and happiness. To Salem, we say HAPPY 250<sup>TH</sup> ANNIVERSARY."*

*Budget Committee Chairman Earl Merrow*

folks who are struggling to keep the homes they have grown up in or at least have owned them for decades. If we go into the new millennium without considering these people – then we have failed. The answer is not to let them find a community more suitable to their means.

As we step into a new year, a new decade, a new century, and a new millennium, we are truly in historic times. The Municipal Budget Committee wishes the community great prosperity, health and happiness.

To Salem, we say HAPPY 250<sup>TH</sup> ANNIVERSARY.

Respectfully submitted,

Earl K. Merrow, Chairman



## CONSERVATION COMMISSION



*From left to right: Theodore Hatem (Chairman), George P. Jones, III, Thomas Campbell, David George, William Schultz, James Holland (Alternate), Everett P. McBride, Jr. (Selectmen Rep.)  
(Not pictured: William Valentine, Janet Wilson)*

In 1999, the Conservation Commission met thirteen times and reviewed fifteen applications for State wetland impact permits, down from 18 applications in 1998. One of the more significant applications involved redesignation of a Prime Wetlands boundary for the Stiles Road extension project. Other applications involved various subdivision roads, driveways and shoreline structures. The Commission also reviewed numerous requests to purchase Town-owned property.

*"The Commission accepted two major donations of conservation land in 1999, a 54 acre parcel off Lady Lane..... and a 52 acre parcel off Pelham Road ...."*

*Commission Chairman  
Ted Hatem*

The Commission accepted two major donations of conservation land in 1999, a 54 acre parcel off Lady Lane (donated by Reddy Homes as part of a subdivision plan) and a 52 acre parcel off Pelham Road (donated by the Spadafora family).

Long-time Commission member Earl Mellow resigned this year due to other commitments. We all join in thanking Earl for his many years of dedicated service to the Town.

Respectfully submitted,  
Theodore Hatem, Chairman

### Spicket River Subcommittee

The Spicket River Subcommittee's primary mission is to preserve the Spicket River as a natural resource for the town.

The Committee consists of David George, Chairman, Melissa Georgopolis (vice chair), Paul St. Amand (secretary), Bill Valentine, Jim Holland, and Jon Daniels. John McShane's term as Chairman expired in October. He did not seek reappointment due to numerous other commitments. Ron Sorensen and Shawn Harvey also stepped down as subcommittee members early in the year.

This year's activities focused on removing blockages beginning at the canoe access at Home Depot to the canoe access at the state line and from Kev's Country Store on North Main Street to the old Hose House on Bridge Street. On four consecutive Saturdays this past fall the committee members, along with a couple of volunteers from the community, ventured out in canoes equipped with chain saws, hand saws, ropes, come-alongs, and trash bags to clear whatever obstructions were encountered. These small work groups were very focused and managed to be very productive. Fallen trees, some up to two feet in diameter, spanning from bank to bank were at least partially removed to allow passage and unrestricted water flow. Many smaller fallen trees and brush were also cleared. Heavy rains had brought the water level up considerably which no doubt concealed some blockages which would be visible at lower

water conditions. Many thanks to volunteers Peter Morgan, his son Geoff, and Mark Stanley.

One of the goals of the committee is to increase awareness regarding the river as a recreational resource and work to promote its usage as such. With more people using the river for recreation, the expectation is that more people will take an interest in its preservation. The two sections of the river that were worked on this year are now passable by canoe at high water. We hope that an increased public awareness will help to reduce the damage done by items that wind up in the river due to improper disposal or storing of items too close to the river.

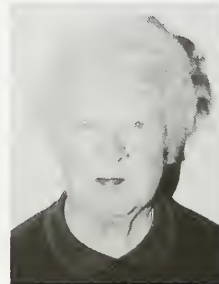
To be successful, we need help. A handful of people working a few weekend a year cannot possibly do all that needs to be done. In the coming year, we are looking into ways in which the State or Town may help us. We are exploring how we can work with the landowners whose land abuts the river. As part of the FEMA Project Impact grant, the Committee received monies which can be used to purchase equipment or pay for professional services. Hopefully the work that was done this past year in the Haigh Avenue area will have a positive effect on flooding since the blockages in the river were a contributing factor to the flooding those areas have been experiencing in recent years.

Respectfully submitted,

David George, Chairman



## COUNCIL ON AGING



*From left to right: Karen Bryant (Chairman), Delbert Downing, Pat Keegan,  
Victor Mailloux, Charles W. Morse (Selectmen Rep.)  
(Not pictured: Robert Castrinone, Rachel Clement, Ann St. Hilaire)*

1999 brought a new member to the Council on Aging, Rachel Clement. Rachel comes with an extensive nursing background.

The Council did receive 3.6 acres of town land behind Town Hall for our proposed Senior Center. The Community Development Block Grant for \$1 Million (\$1,000,000) has not yet become a reality. However, with the persistence of the Board of Selectmen, Howie Glynn, and Ross Moldoff, maybe this will be the year. The Council has received a sizable donation of

\$315,000 toward the potential project.

The Health fair this year was once again very successful under the direction of Sally Sweet. The first five hundred pre-registered seniors received FREE first night buttons (compliments of the Salem Athletic Club).

In 2000 the Council on Aging looks forward to continuing its work with the senior population of our community. There will certainly be many more projects and challenges ahead.

Respectfully submitted,

Karen Bryant, Chairman

*"In 2000 the Council on Aging looks forward to continuing its work with the senior population of our community."*

*Council Chairman Karen Bryant*

## HOUSING AUTHORITY



*From left to right: Susan Desmet (Chairman), Delbert Downing, James Galluzzo, Jr., Patricia Keegan, Mary Frances Renner, Diane Kierstead (Executive Director), Philip Smith (Selectmen Rep.)*

The Salem Housing Authority (SHA) office is located at 70 Telfer Circle in Salem. Telfer Circle is one of three public housing facilities operated by the SHA, the other two being Millville Arms and Hilda Place. These three complexes house a total of 158 units for low-income elderly/disabled clients. With a consistent occupancy rate of 100%, the SHA maintains a waiting list of applicants for these units.

For many years, the SHA operated the Section 8 rental assistance program in the community. The New Hampshire Housing Finance Authority (NHHFA) also operates the Section 8 program in Salem (and throughout the State of New

Hampshire). In a joint effort, the SHA's program was merged with that of NHHFA during 1999, and NHHFA is now the agency administering the Section 8 program in Salem.

The Policy Brook Estates rental project (constructed under the 1989 Affordable Housing Ordinance) maintains a high occupancy rate – the SHA continues to determine applicant eligibility (moderate income households) for the project and maintains a small waiting list for those units as part of the locally-established Affordable Housing Program. In addition, the SHA maintains its ownership of two single-

family homes, being leased to low-income families. To date, our special lease agreement with these families has been a success. The SHA is also now in its third year of managing a single-family property on behalf of the Salem School District.

In 1999, the SHA was once again designated a High Performer (for the seventh

consecutive year) by the U.S. Department of Housing and Urban Development (HUD) under the Public Housing Management Assessment Program. Chairman Susan Desmet said, "We were most pleased to receive a commendation from Secretary Andrew Cuomo in recognition of our High Performer designation."

As an added service to our community, the SHA has provided office space to the Greater Salem

*"We were most pleased to receive a commendation from Secretary Andrew Cuomo in recognition of our High Performer designation."*

*Housing Authority Chairman  
Susan Desmet*

Caregivers, now located at our Millville Arms property. Our financial contributions to the Town of Salem, in water/sewer payments as well as our annual Payment in Lieu of Taxes (PILOT), up to December, 1999, now total \$416,574!

The Housing Authority is hopeful we will be able to expand our housing services to one day include an Assisted Living facility to better serve the elderly in our community. As always, we are grateful to the Town of Salem for its continued support and look forward to working closely with the Town of Salem in this new millennium!

Respectfully submitted,

BOARD OF COMMISSIONERS  
Susan Desmet, Chairman  
Patricia Keegan, Vice-Chairman

Diane E. Kierstead, PHM  
Executive Director

## KELLEY LIBRARY BOARD OF TRUSTEES



*From left to right: Rosemarie Hartnett (Chairman), Martha Breen, Ethel Fairweather*

As chairman of the Kelley Library Trustees, I want to thank Trustees Martha Breen and Ethel Fairweather for their service and dedication to the library and the citizens of the Town of Salem.

During the past several years, we have addressed the physical building. The upper and lower levels of the building have been painted, lighting has been upgraded and ceilings replaced and other physical plant items were addressed. There is potential for expanding the building by "squaring off" the building. This would allow greater use of the Kelley Library as a meeting place and cultural center for the community. While looking at the library facility, we acknowledged that the only problem area was parking, a problem we share with other municipal/educational buildings in the area. We brought a request to the Capital Improvement Subcommittee of the Planning Board and received support for acquiring property in the future to allow the library to gain additional parking spaces.

*"As we looked over the past, we saw a great need to look into the future!"*

*Library Trustees Chairman  
Rosemarie Hartnett*

The year 1999 was a challenging one for the Kelley Library Trustees. We were asked by the Salem School Board to partake in joint meetings to consider a high school/public library facility. We did much research, each of us took input from citizens in the community, and ultimately came to the conclusion that the users of the Kelley Library would be best served by maintaining the public library as it exists.

As we looked over the past, we saw a great need to look into the future! Over the past several years, we computerized the library's card system, provided internet services to the public and went on line. Each year over the past several years, we have added to the computers in the adult and children's areas. Now we need to address the future. The Library Trustees announced the formation of a Citizens' Advisory Committee. We are enthusiastic with the tremendous response we received and feel confident that this committee will assist us - the trustees and the administrators - in providing goals for the future of the Kelley Library and for our patrons.

Like the rest of Salem, we at the Kelley Library are looking forward to celebrating Salem's 250th anniversary. We are inviting the public to a Colonial Tea which will be held at the Kelley Library on May 13 in conjunction with the



Historical Open House being held that day in Salem Center. One of the buildings which will be part of the Open House will be the Alice Hall Memorial Library, the town's former public library. By holding a festive Colonial Tea at the Kelley Library, the town's old and new public libraries will be united in celebrating Salem's history on this special day.

It has been my pleasure to serve as Library Trustee for the past six years. I have enjoyed working with Eleanor Strang, the Library

Director, the staff and other trustees. Eleanor is a dedicated head of a much respected public library. It has been exciting and rewarding to see the accomplishments we have experienced and I will seek re-election to continue the work of the past and enter into the new millennium with enthusiasm and respect for the future.

Respectfully submitted,

Rosemarie Hartnett, Chairman

## KELLEY LIBRARY DIRECTOR'S REPORT



Eleanor Strang

For the Kelley Library, 1999 was a year of expanding existing services, starting some new ones, and continuing to upgrade the physical plant.

One of the services which the library has traditionally provided is to serve as a center for the

community, where local groups can hold regular meetings and special events. During 1999, the Kelley Library's role as a focal point for the community expanded significantly, as the library hosted a number of special events, including the Salem School District's annual art show, the Greater Salem Artists Association's spring and winter art shows, the Salem Women's Club's flea market and food festival, and the domestic violence awareness program organized by "A Safe Place." In addition, the Kelley Library was selected by the New Hampshire Humanities Council as one of the sites for the statewide book discussion series entitled "What is New Hampshire Reading This Month." Hosting that series provided us with the impetus to launch our own ongoing book discussion series.

On the technology front, we continued to expand our computer-based services. Additional public computers were added in the Reference Department for both online research and access to CD-ROM resources. A new Java version of the online catalog, and the FACTS.com database, were added to the Kelley Library's website at [www.salem.lib.nh.us](http://www.salem.lib.nh.us). Furthermore, the automated library consortium of which we are a member accomplished a very substantial hardware and software upgrade which has enhanced speed and provided the capacity for more and better services at the member libraries.

One of the new endeavors begun in 1999 was the formation of a Citizens' Advisory Committee for the library. Press releases were used to invite citizens to volunteer to help the library in "goal-setting for the new millennium," and eighteen citizens volunteered to serve. The Trustees of the library interviewed and accepted all eighteen. The committee will meet during 2000 to identify topics on which to focus. Based on those topics, questions will be developed for an in-house survey of library users, followed by a questionnaire to be mailed to a representative sample of Salem households. The committee will then come back together to review the results and help the library set goals for the future.

During 1999, we continued to upgrade the physical plant through a number of projects ranging from interior painting to the installation of new lighting in much of the lower level.

We also received a

number of new trees and shrubs to enhance the library grounds, and are very grateful to the following for generously donating them: the Salem Garden Club; the Salem Women's Club; the Salem Democratic Town Committee; and Larry Belair. We plan to continue to upgrade the physical plant in 2000, particularly with regard

*"Working together, we will continue to pursue the goal of the Kelley Library to combine a respect for the past with a vision for the future."*

*Library Director Eleanor Strang*

to improving the lighting on the upper level.

In conclusion, I would like to take this opportunity to thank the Library Trustees for their support and guidance, the library's assistant director, Jean Williams, for her dedication and her many contributions to the functioning of the library, and the staff of the library for carrying out the commitment to excellent public service. Finally, I would like to thank the people of Salem for your suggestions, your enthusiasm, and your support. Working together, we will continue to pursue the goal of the Kelley Library to combine a respect for the past with a vision for the future.

Respectfully submitted,

Eleanor Strang, Director

## KELLEY LIBRARY TREASURER'S REPORT

|   |           |
|---|-----------|
| Balance of cash on hand January 1, 1999 | 37,580.66 |
|---|-----------|

Income, 1999

|  |            |
|--|------------|
| Town of Salem  | 994,157.79 |
| Library Fees   | 11,185.12  |
| Materials of Trade (fines & payments for lost/damaged items) | 21,549.51  |
| Brock, Bailey, & Council of Fine Arts Trust Funds            | 1,402.77   |
| Gifts  | 1,596.02   |
| Interest   | 589.02     |

|               |              |
|---------------|--------------|
| Total Income: | 1,030,480.23 |
|---------------|--------------|

|                             |              |
|-----------------------------|--------------|
| Total Available Funds, 1999 | 1,068,060.89 |
|-----------------------------|--------------|

Expenses, 1999

|  |            |
|--|------------|
| Personal Services  | 732,823.65 |
| Fees & Charges   | 9,817.79   |
| Materials of Trade                                       | 135,054.99 |
| Supplies   | 15,827.77  |
| Services & Charges                                       | 126,375.71 |
| Equipment & Furniture                                    | 7,576.35   |
| Classical Music CD's from Madeleine L. Marois Trust Fund | 753.45     |

|                 |              |
|-----------------|--------------|
| Total Expenses: | 1,028,229.71 |
|-----------------|--------------|

|  |           |
|--|-----------|
| Balance of Cash on Hand, December 31, 1999 | 39,831.18 |
|--|-----------|

Cash Balances, December 31, 1999

|                                |           |
|--------------------------------|-----------|
| Cash on Hand                   | 889.48    |
| Checking Account               | 21,850.59 |
| Certificate of Deposit         | 11,405.26 |
| Madeleine L. Marois Trust Fund | 5,643.34  |
| Petty Cash (2 accounts)        | 42.51     |

|  |           |
|--|-----------|
|  | 39,831.18 |
|--|-----------|

Note: Activity in the Madeleine L. Marois Trust Fund (restricted to the purchase of recorded classical music) was as follows:

|                              |          |
|------------------------------|----------|
| Balance on January 1, 1999   | 6,296.36 |
| Interest, 1999               | 100.43   |
| Expenses, 1999               | 753.45   |
| Balance on December 31, 1999 | 5,643.34 |



## 1999 KELLEY LIBRARY STATISTICS

**“Dedicated to serving you”**

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, compact discs, and CD-ROMs.

### **As of December 31, 1999 the library offered:**

|        |  |
|--------|--|
| 82,362 | Books  |
| 20,485 | Paperbacks   |
| 351    | Current Magazine and Newspaper Subscriptions in hard-copy plus access to over 800 subscriptions online |
| 2,503  | Compact Discs and CD-ROMs  |
| 1,969  | Audio Cassettes  |
| 4,988  | Video Cassettes  |
| 16,640 | Barcoded Library Cards issued (since March 1996)   |

### **We also offer you:**

- A website on the Internet ([www.salem.lib.nh.us](http://www.salem.lib.nh.us)) featuring access to our online catalog and to Searchbank, a database for magazine research, and to FACTS.com, a world news digest.
- Free access at the library to the Internet, including a collection of reliable sites chosen and categorized by our Reference Librarians.
- Free access at the library to CD-ROM products such as Phonedisc and American Business Disc, and to childrens's CD-ROM products such as Compton's Interactive Encyclopedia, Arthur's Computer Adventure, and the Eyewitness Encyclopedia of Space and the Universe.
- Ability to search the holdings of eight public and two academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
- Computerized checkout of library materials.
- Local and State Information.
- Business Library Cards for Salem businesses.
- Access to statewide and nationwide inter-library loan.
- Ability to use your Kelley Library card directly at ten other NH libraries through the "Common Borrowing Program."
- Story hours for three separate groups of preschoolers: age 2 (Parent & Tot), age 3, and age 4-6.
- Family passes to eight museums.
- Wordprocessing workstation for public use.
- Photocopiers for public use.
- Print-enlarging machine for the sight-impaired.
- Quiet Study Room within the Reference Department.
- Meeting room facilities for Salem organizations.
- Community bulletin boards and display facilities.
- A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.
- A staff of friendly, knowledgeable librarians ready to assist you.

## ADULT CIRCULATION:

|   |         |
|---|---------|
| Books, Magazines, and Paperbacks            | 104,061 |
| Compact Discs, CD-ROMs, and Audio Cassettes | 19,517  |
| Video Cassettes                             | 27,031  |
| Museum Passes                               | 616     |

ADULT TOTAL: 151,225

## CHILDREN'S CIRCULATION:

|                                   |        |
|-----------------------------------|--------|
| Books, Magazines, and Paperbacks  | 75,198 |
| Compact Discs and Audio Cassettes | 1,085  |
| Video Cassettes                   | 20,611 |

CHILDREN'S TOTAL: 96,894

TOTAL CIRCULATION: 248,119

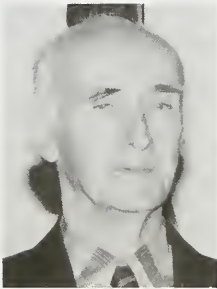
## OTHER ACTIVITIES AND SERVICES:

|        |   |
|--------|---|
| 4,262  | Reserve Requests Processed                |
| 2,408  | Inter-Library Loans Processed             |
| 8,291  | Reference and Research Questions Answered |
| 11,125 | Overdue Notices and Bills Processed       |
| 28,654 | Overdue Materials Processed               |
| 1,407  | Adult Library Cards Issued                |
| 356    | Children's Library Cards Issued           |
| 208    | Story Hours                               |
| 2,935  | Story Hour Attendance                     |
| 49     | Field Trips and Other Programs            |
| 1,531  | Field Trips and Other Programs Attendance |

## MATERIALS PROCESSED:

|  |       |
|--|-------|
| Books Cataloged and Processed                                    | 4,724 |
| Paperbacks Processed   | 3,145 |
| CD's, CD-ROMs, Audio and Video Cassettes Cataloged and Processed | 1,017 |
| Microfilm Reels Processed  | 55    |
| Total Library Materials Processed                                | 8,941 |
| Total Library Materials Withdrawn (damaged, worn out, outdated)  | 3,934 |

## MUSEUM COMMITTEE



*From left to right: Louise Ackerman (Historical Society Rep.), Jeff Barraclough (Historical Society Rep.), Beverly Glynn (Historic District Commission Rep.), Ernest Mack (Historical Society Rep.), Carol McShane (Historic District Commission Rep.), Philip Smith (Selectmen Rep.) (Not pictured: Donna Smith, Historic District Commission Rep.)*

Salem citizens couldn't miss all the activity going on in Salem Center during 1999 as the town prepared to celebrate its 250th anniversary. The Common underwent a major change, with new landscaping, a new Christmas tree, benches, and new veterans' monuments.

All four historic buildings received a fresh coat of paint: the Museum, Alice L. Hall Memorial Library,

*"Salem citizens couldn't miss all the activity going on in Salem Center during 1999 as the town prepared to celebrate its 250th anniversary."*

*Museum Committee Secretary Carol McShane*

Hose House No. 2, and School House No. 5. There were several new signs as well as restoration of an older one.

Activity was going on inside as well. The Library received a new tile floor and students from Salem High School built new shelves. Volunteers from the Historical Society worked many hours to catalog and organize interesting old books. Efforts go on to recreate the library as it was when Alice Hall worked there. In addition to library artifacts, a number of Alice's personal belongings will be on display.

Over at School House No. 5 the Salem Contractors gutted the interior, installed a new

ceiling and walls, painted woodwork, refinished the floor, installed electricity and a security system, and hung up old chalk boards. Volunteers cleared overgrown trees and weeds, thus allowing the public a clear view of the school built in 1873 on Bluff Street and removed for continued use on School Street. Once the old school desks are returned to the building, local teachers will be able to hold living history classes here.

Inside the Museum things were busy as usual. Volunteers conducted tours of the two floors which are filled with artifacts that tell Salem's history. Display cases in the main room hold toys and tools people used every day. A china cupboard, a pump organ, and a Victrola indicate that people appreciated the arts. Photographs, drawings, and other artwork give a glimpse into the past. The second floor is arranged in a variety of settings: a general store complete with post office window, a kitchen and a dining room, a bedroom with a quilt display, music and

sewing rooms. A display of shoe-making tools recalls the days when that trade flourished in Salem. The former library room now is filled with clothing and military uniforms.

A small group of volunteers from the Salem Historical Society are the backbone of the Museum. In addition to giving tours, they accept and catalog donations of artifacts, clean the buildings and make small repairs, host meetings for local organizations, answer queries and do research for the public, and raise money at an annual flea market.

The Museum is open to the public April through October, Mondays 2-5 p.m. School classes and other groups may arrange for tours any time of the year by contacting the Curators.

Respectfully submitted,

Carol McShane, Secretary of the Museum Committee

## PLANNING BOARD



*From left to right: James Keller (Chairman), Richard Gregory, Maria Hamilton, Robert Boucher (Alternate), Thomas Newton (Alternate), Michael Wasiejko (Alternate), Robert Ellis (Selectmen Rep) (Not pictured: Gene Bryant, Phyllis O'Grady, Keith Wolters)*

It is my distinct pleasure to report to you as the Chairman of the Salem Planning Board for the third year. 1999 was an interesting year in that the number of new subdivisions considered and approved was less than previous years, but several new and large projects took the spotlight; namely the Wal-Mart expansion project and the Benchmark assisted living facility. The year also produced the first test of the Growth Limitation Ordinance and the board took steps to improve the administration of the ordinance itself. The year was also one of transition for board members as we added five (5) new alternate members while promoting two (2) from alternates to full-time status.

Deliberation on the Wal-Mart expansion project continued for a fair portion of the year while the

board wrestled with issues such as the impact on residential abutters, the potential for increased traffic & noise, and the overall aesthetics and architecture of the facility. After no less than nine (9) meetings and significant input by residents the Planning Board approved the

project with no less than nineteen (19) conditions.

The Benchmark assisted living facility marked the first time a project such as this had been approved under the new Senior

*"let me thank past and current members of the board, town staff, and the Board of Selectman for their continued support and appreciation of my services."*

*Planning Board Chairman Jim Keller*



Housing Overlay district ordinance. The project, located at the intersection of Geremonty Drive and Main Street, will house 65 units and provide for much needed assisted living services to the senior residents of Salem. The Planning Board ensured that the size, scope, and architecture of the facility blended well with the surrounding structures in this historical area of town.

In addition these projects the board reviewed 109 subdivision and site plan agenda items and reviewed another 112 individual public matters over the course of 25 planning board meetings. In addition, the board developed and approved a North Broadway Corridor plan, enhanced the administration of the Growth Limitation Ordinance, put forth eleven (11)-zoning amendments on the 1999 town ballot, and prepared the annual Capital Improvement Plan on behalf of the town.

In summary, the end of the 20th century was fairly uneventful, but the planning challenges moving into the new millennium are numerous. The Planning Board will continue to address the most significant issues facing our town in order to ensure that all Salem residents can be proud of their community. As Chairman, I will work tirelessly to ensure that we look, listen, learn, and take the necessary action requires to improve our town.

Lastly, let me thank past and current members of the board, town staff, and the Board of Selectman for their continued support and appreciation of my services. I want to thank David Bridge for his five-(5) years of service and acknowledge his contribution as he leaves to dedicate more time to his professional career.

Respectfully,

James Keller, Chairman

*Major Projects Approved by Planning Board - 1999*

| APPLICANT         | PROJECT                                      | LOCATION           | MAP/ LOT    |
|-------------------|--|--------------------|-------------|
| ZEME              | 16 seat restaurant (Dunkin Donuts)           | South Broadway     | 143-198     |
| C. Rage Jewelers  | 2100 sf +- jewelry store                     | South Broadway     | 108-10470   |
| Reddy             | 10 lot subdivision                           | Green Haven Road   | 4 - 5903    |
| Lupoli            | 13,300 sf processing center                  | North Broadway     | 81-3119     |
| Glenn's           | 28 seat ice cream store                      | Main Street        | 90-1069     |
| Wal-Mart          | 75,000 sf retail addition                    | North Broadway     | 54-6754     |
| Benchmark         | 65 unit (48,000 sf) assisted living facility | Main Street        | 83-1562     |
| Delta & Delta     | reconstruction of supermarket                | South Broadway     | 116-724     |
| Kapeed            | 13 lot subdivision                           | Bluff Street       | 57-6857     |
| DHB               | 23 lot subdivision                           | Kelly Road         | 135-8911    |
| US Gas            | 1944 sf addition                             | North Broadway     | 54-3535     |
| Powers            | 46,500 sf office building                    | Northeastern Blvd. | 88-7499     |
| Glenn's           | 1500 sf addition to ice cream store          | Main Street        | 90-1069     |
| Jones             | 4 lot subdivision                            | North Main Street  | 41-6544     |
| Wonder Years      | 75 (8000 sf) student day care                | Main Street        | 76-7368     |
| NE Power          | electric substation                          | Hampshire Road     | 151-9466    |
| New Broadway      | change of use (retail)                       | North Broadway     | 70-4488     |
| Hatem             | change of use (office)                       | Main Street        | 91-1408     |
| Merrill           | 5 lot subdivision                            | Bluff Street       | 57-6868     |
| Canobie Lake Park | 4656 sf office addition                      | North Policy       | 70-3608     |
| J & L             | 4227 sf retail building                      | South Broadway     | 151-116/117 |
| Larose            | change of use (hair salon)                   | Lowell Road        | 115-7764    |



## RECREATION ADVISORY COMMITTEE



*From left to right: Stephen Kniaz (Chairman), Sean Coyle, Michael Wallace, Glen Orso (Alternate), Michael Loomis (Alternate), Philip Smith, Sr. (School Board Rep.), Charles W. Morse (Selectmen Rep.) (Not pictured: Michael Crosby, Fran Gugliotta, Joel Varnick, Rick Russell)*

The Recreation Advisory Committee, working closely with Julie Kamal of Salem's Recreation Department, strives to expand the recreational opportunities and activities for every demographic group in the Town. Major achievements last year included funding for Palmer Field, working towards implementation of the Master Plan approved in 1997 and the opening of the ICenter among others.

During this coming year, we will be trying to coordinate with the various Town Departments, Boards and Leagues to try to further implement the Master Plan.

Special thanks go to retiring Committee member Gardner Chase for his many years of service as

well as to outgoing Chair John Loftus. Thanks also to Chuck Morse, the Selectmen's representative and Phil Smith, the School Committee's representative for their leadership and support.

*"Special thanks go to retiring Committee member Gardner Chase for his many years of service as well as to outgoing Chair John Loftus."*

*Recreation Advisory Committee  
Chairman Stephen Kniaz*

Respectfully submitted,

Stephen Kniaz, Chairman

## TRUSTEES OF TRUST FUNDS



*From left to right: Harley Featherston (Chairman), Michael Garafalo, Terrence Gerlich*

The Trustees of Trust Funds are authorized by NH State Statute to administer various non-expendable trust funds created by gifts and legacies to the Town. The Trustees also currently administer capital reserve funds appropriated by Town Meeting as separate trust funds.

Trust funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few. The Capital Reserve Funds are appropriated for road improvements, school district improvements or purchase of capital equipment.

The Trustees disburse funds throughout the year as necessary from the capital reserve accounts and disburse income annually to carry out the designated purposes of the non-expendable trusts. Since 1994, the day-to-day management of these funds has been performed by Citizens Investment Services.

If you have any questions or suggestions please contact the Trustees at the Town Hall.

Respectfully submitted,

Harley G. Featherston, Chairman

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1999

| NAME OF TRUST FUND<br>(as for those funds invested<br>in a common fund) | HOW INVESTED<br>(Whether bank deposits,<br>securities, etc., or<br>in Common) | Orig<br>Fund - (to date) | PRINCIPAL                    |                                    |                                       |                               | INCOME                 |                              |                          |                              | TOTAL       |
|---|---|--------------------------|------------------------------|------------------------------------|---------------------------------------|-------------------------------|------------------------|------------------------------|--------------------------|------------------------------|-------------|
|   |   |                          | Balance<br>Beginning<br>Year | Additions/<br>New Funds<br>Contrib | Gains or<br>(Losses) on<br>Securities | Capital<br>Gain<br>Deductions | Balance<br>End<br>Year | Balance<br>Beginning<br>Year | Earned<br>During<br>Year | Reinvested<br>During<br>Year |             |
| NON-EXPENDABLE TRUST FUNDS:   |   |                          |                              |                                    |                                       |                               |                        |                              |                          |                              |             |
| A. O. Hall  | Flowers   |                          | \$57.21                      | \$0.00                             | \$57.21                               | \$1.23                        | \$415.46               | \$15.76                      | \$15.67                  | \$17.04                      | \$14.39     |
| Ackerly Men Sch   | Scholarship   |                          | \$1,443.35                   | 0.00                               | \$1,443.35                            | 15.52                         | \$2,700.51             | \$2,745.91                   | \$2,745.91               | \$2,745.91                   | \$2,745.91  |
| Albert Kell, III  | Annual Scholarship  |                          | 78.61                        | 0.00                               | 78.61                                 | 0.61                          | 207.77                 | \$7.84                       | \$7.84                   | \$8.53                       | 7.19        |
| Anna E. Taylor  | Flowers   |                          | \$72.22                      | 0.00                               | \$72.22                               | 1.23                          | 415.52                 | \$17.78                      | \$17.84                  | \$18.53                      | 14.38       |
| Annie B. Stevens  | Flowers for Lot   |                          | 19.07                        | 0.00                               | 19.07                                 | 0.41                          | 138.48                 | \$5.25                       | \$5.25                   | \$5.25                       | 2.39        |
| B. Howard Smith   | Flowers   |                          | 40.93                        | 0.00                               | 40.93                                 | 0.60                          | 296.62                 | \$17.66                      | \$17.66                  | \$17.66                      | 10.04       |
| Burnett Library   | Scholarship   |                          | 1,657.81                     | 0.00                               | 1,657.81                              | 35.51                         | 2,069.67               | \$456.35                     | \$456.35                 | \$456.35                     | \$456.35    |
| Bridges/Clark   | Cemetery Lot  |                          | 381.39                       | 0.00                               | 381.39                                | 8.17                          | 12,070.67              | \$104.98                     | \$104.98                 | \$104.98                     | \$104.98    |
| C. Cross/Al Priest  | Flowers   |                          | 18,776.61                    | 0.00                               | 18,776.61                             | 402.22                        | 144,102.14             | \$4,443.87                   | \$4,443.87               | \$4,443.87                   | \$4,443.87  |
| Cemetery  | Various   |                          | 324.16                       | 0.00                               | 324.16                                | 6.94                          | 2,354.03               | \$19.24                      | \$19.24                  | \$19.24                      | 4,709.25    |
| Cemetery Fund   | Perpetual Care  |                          | 32,980.15                    | 0.00                               | 32,980.15                             | 706.42                        | 239,503.11             | \$9,038.67                   | \$9,038.67               | \$9,038.67                   | \$9,038.67  |
| Cemetery Fund   | General Maintenance   |                          | 1,000.00                     | 0.00                               | 1,000.00                              | 0.01                          | 1,000.00               | \$11.11                      | \$11.11                  | \$11.11                      | 8,204.30    |
| Chas A. Quimby  | Flowers for Lot   |                          | 19.07                        | 0.00                               | 19.07                                 | 0.41                          | 138.48                 | \$5.25                       | \$5.25                   | \$5.25                       | 4.93        |
| Chas. J. Sullivan   | Flowers   |                          | 114.43                       | 0.00                               | 114.43                                | 2.45                          | 830.98                 | \$31.30                      | \$31.30                  | \$31.30                      | 24.79       |
| Clarence J. Sullivan  | Flowers   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.87                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 4.79        |
| Clarence J. Sullivan  | Flowers   |                          | 82.78                        | 0.00                               | 82.78                                 | 1.77                          | 601.13                 | \$44.11                      | \$44.11                  | \$44.11                      | 9.59        |
| Clarence J. Sullivan  | Books for Library   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 3,336.55    |
| Clarence J. Sullivan  | Flowers   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 2,163       |
| Council/Trinity   | Flowers   |                          | 3,287.10                     | 0.00                               | 3,287.10                              | 177.51                        | 60,000.22              | \$1,000.00                   | \$1,000.00               | \$1,000.00                   | 2,023.64    |
| Edna H. Pettigall   | Annual Scholarship  |                          | 57.20                        | 0.00                               | 57.20                                 | 1.23                          | 415.39                 | \$15.75                      | \$15.67                  | \$17.04                      | \$14.38     |
| Edna H. Pettigall   | Flowers   |                          | 57.22                        | 0.00                               | 57.22                                 | 1.23                          | 415.49                 | \$15.75                      | \$15.67                  | \$17.04                      | 14.38       |
| Edna H. Pettigall   | Flowers   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 9.59        |
| Edna H. Pettigall   | Flowers   |                          | 57.20                        | 0.00                               | 57.20                                 | 1.23                          | 415.37                 | \$15.75                      | \$15.67                  | \$17.04                      | 14.38       |
| Edna H. Pettigall   | Flowers   |                          | 59.45                        | 0.00                               | 59.45                                 | 1.27                          | 431.74                 | \$15.65                      | \$15.67                  | \$17.04                      | 14.38       |
| Edna H. Pettigall   | Flowers   |                          | 110.41                       | 0.00                               | 110.41                                | 2.37                          | 801.81                 | \$29.06                      | \$29.06                  | \$29.06                      | 27.70       |
| Edna H. Pettigall   | Flowers   |                          | 1,171.51                     | 0.00                               | 1,171.51                              | 26.45                         | 9,366.91               | \$1,000.00                   | \$1,000.00               | \$1,000.00                   | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 3,662.46                     | 0.00                               | 3,662.46                              | 84.93                         | 26,396.91              | \$1,000.00                   | \$1,000.00               | \$1,000.00                   | \$1,317.66  |
| Edna H. Pettigall   | Care of Neely   |                          | 12,254.47                    | 0.00                               | 12,254.47                             | 285.91                        | 96,354.47              | \$3,648.65                   | \$3,648.65               | \$3,648.65                   | \$3,648.65  |
| Edna H. Pettigall   | Lot Care  |                          | 18,978.95                    | 0.00                               | 18,978.95                             | 408.32                        | 1,400.63               | \$3,311.22                   | \$3,311.22               | \$3,311.22                   | \$3,311.22  |
| Edna H. Pettigall   | Flowers   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 57.22                        | 0.00                               | 57.22                                 | 1.23                          | 415.39                 | \$15.75                      | \$15.67                  | \$17.04                      | 14.38       |
| Edna H. Pettigall   | Flowers   |                          | 37.03                        | 0.00                               | 37.03                                 | 1.23                          | 415.25                 | \$14.73                      | \$14.73                  | \$14.73                      | 14.38       |
| Edna H. Pettigall   | Flowers   |                          | 47.63                        | 0.00                               | 47.63                                 | 1.07                          | 346.15                 | \$13.12                      | \$13.12                  | \$13.12                      | 14.38       |
| Edna H. Pettigall   | Upkeep of Salem Cr. Cem   |                          | 1,066.34                     | 0.00                               | 1,066.34                              | 22.84                         | 7,243.77               | \$293.44                     | \$293.44                 | \$293.44                     | 5,429.56    |
| Edna H. Pettigall   | School Support  |                          | 147.38                       | 0.00                               | 147.38                                | 3.05                          | 1,035.96               | \$35.39                      | \$35.39                  | \$35.39                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 3,533.01                     | 0.00                               | 3,533.01                              | 82.00                         | 27,696.91              | \$1,000.00                   | \$1,000.00               | \$1,000.00                   | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 59.45                        | 0.00                               | 59.45                                 | 1.27                          | 431.74                 | \$15.65                      | \$15.65                  | \$15.65                      | 5,429.56    |
| Edna H. Pettigall   | Flowers for Lot   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 38.14                        | 0.00                               | 38.14                                 | 0.82                          | 276.96                 | \$10.50                      | \$10.50                  | \$10.50                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 106.63                       | 0.00                               | 106.63                                | 2.28                          | 776.96                 | \$26.70                      | \$26.70                  | \$26.70                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 57.21                        | 0.00                               | 57.21                                 | 1.23                          | 415.46                 | \$15.75                      | \$15.67                  | \$17.04                      | 5,429.56    |
| Edna H. Pettigall   | Arist. Neely Children   |                          | 966.49                       | 0.00                               | 966.49                                | 20.66                         | 7,004.13               | \$349.37                     | \$349.37                 | \$349.37                     | 5,429.56    |
| Edna H. Pettigall   | Dist. Nurses  |                          | 4,541.79                     | 0.00                               | 4,541.79                              | 97.28                         | 32,092.63              | \$1,219.30                   | \$1,219.30               | \$1,219.30                   | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 57.22                        | 0.00                               | 57.22                                 | 1.23                          | 415.53                 | \$15.75                      | \$15.68                  | \$17.04                      | 5,429.56    |
| Edna H. Pettigall   | Flowers   |                          | 56.64                        | 0.00                               | 56.64                                 | 1.21                          | 411.35                 | \$15.59                      | \$15.52                  | \$17.04                      | 5,429.56    |
| TOTAL NON-EXPENDABLE FUNDS 303,300/713                                  |   |                          | \$303,307.83                 | \$9,139.14                         | \$1,762.52                            | \$2,415.32                    | \$8,204.34             | \$26,313.08                  | \$31,133.48              | \$31,818.94                  | \$34,607.82 |

## REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1999

| Date of<br>Creation           | NAME OF TRUST FUND<br>(If not a common fund, list<br>the trust's purpose) | HOW INVESTED<br>(If Common Fund - By State) | Orig<br>Bal | PRINCIPAL                    |                                     |   |                                  |                           | INCOME                       |                          |                            | TOTAL              |                        |
|-------------------------------|---|---|-------------|------------------------------|-------------------------------------|---|----------------------------------|---------------------------|------------------------------|--------------------------|----------------------------|--------------------|------------------------|
|                               |   |   |             | Balance<br>Beginning<br>Year | Additional/<br>New Funds<br>Created | Gain/Loss<br>(Lesser) on<br>Sale of<br>Assets | Capital<br>Gain<br>Distributions | Balance<br>End of<br>Year | Balance<br>Beginning<br>Year | Earned<br>During<br>Year | Expended<br>During<br>Year |                    | Balance<br>End<br>Year |
| <b>EXPENDABLE TRUST FUNDS</b> |   |   |             |                              |                                     |   |                                  |                           |                              |                          |                            |                    |                        |
|                               | Depot Improvement   |   |             | \$575,644.61                 | 4,151.63                            | 0.00  | 0.00                             | \$579,796.24              | \$0.00                       | \$1,417.66               | \$1,417.66                 | 0.000              | \$579,796.24           |
|                               | 3953007105  |   |             | \$604.20                     | 2,229.67                            | 0.00  | 0.00                             | 2,833.87                  | \$0.00                       | 24.86                    | 24.86                      | 0.000              | \$2,858.73             |
|                               | Performing Arts   |   |             | \$8,877.45                   | 17,747.81                           | 0.00  | 0.00                             | 26,625.26                 | \$0.00                       | 463.52                   | 463.52                     | 0.000              | \$26,625.26            |
|                               | 3953007110  |   |             | \$1,492.39                   | 107.46                              | 0.00  | 0.00                             | \$1,600.00                | \$0.00                       | 124.79                   | 124.79                     | 0.000              | \$1,600.00             |
|                               | Illinois District Mainline  |   |             | \$13,439.85                  | (8,191.91)                          | 0.00  | 0.00                             | \$5,247.94                | \$0.00                       | 733.52                   | 733.52                     | 0.000              | \$5,247.94             |
|                               | 3953007108  |   |             | \$1,216.56                   | 59.00                               | 0.00  | 0.00                             | \$1,275.56                | \$0.00                       | 5,477.53                 | 5,477.53                   | 0.000              | \$1,275.56             |
|                               | Illinois District Road  |   |             | \$100,861.01                 | 4,897.32                            | 0.00  | 0.00                             | \$105,758.33              | \$0.00                       | 174.89                   | 174.89                     | 0.000              | \$105,758.33           |
|                               | 3953013922  |   |             | \$1,000.00                   | 143.61                              | 0.00  | 0.00                             | \$1,143.61                | \$0.00                       | 3,340.09                 | 3,340.09                   | 0.000              | \$1,143.61             |
|                               | Rte 28 Road Improvement   |   |             | \$168.39                     | 7.52                                | 0.00  | 0.00                             | \$175.91                  | \$0.00                       | 4,835.84                 | 4,835.84                   | 0.000              | \$175.91               |
|                               | 3953013478  |   |             | \$88,420.56                  | 63,379.76                           | 0.00  | 0.00                             | \$151,800.32              | \$0.00                       | 3,380.56                 | 3,380.56                   | 0.000              | \$151,800.32           |
|                               | Town Streets  |   |             | \$1,599.71                   | 64,494.64                           | 0.00  | 0.00                             | \$66,094.35               | \$0.00                       | \$47,273.03              | \$47,273.03                | \$0.00             | \$1,012,470.63         |
|                               | Cable TV Public Access  |   |             |                              |                                     |   |                                  |                           |                              |                          |                            |                    |                        |
|                               | Snow  |   |             |                              |                                     |   |                                  |                           |                              |                          |                            |                    |                        |
| <b>TOTAL EXPENDABLE FUNDS</b> |   |   |             | <b>\$666,133.48</b>          | <b>\$149,064.12</b>                 | <b>\$0.00</b>                                 | <b>\$0.00</b>                    | <b>\$1,015,197.60</b>     | <b>\$0.00</b>                | <b>\$47,273.03</b>       | <b>\$47,273.03</b>         | <b>\$0.00</b>      | <b>\$1,015,197.63</b>  |
| <b>TOTAL COMBINED FUNDS</b>   |   |   |             |                              |                                     |   |                                  |                           |                              |                          |                            |                    |                        |
| <b>CAPITAL RESERVE FUNDS</b>  |   |   |             | <b>\$1,430,841.19</b>        | <b>\$156,032.48</b>                 | <b>\$112,763.52</b>                           | <b>\$3,413.32</b>                | <b>\$1,642,231.91</b>     | <b>\$36,113.08</b>           | <b>\$78,385.70</b>       | <b>\$78,098.96</b>         | <b>\$54,607.63</b> | <b>\$1,873,837.33</b>  |
|                               | 3953007214  |   |             | \$93,893.12                  | 30,081.05                           | 0.00  | 0.00                             | \$123,974.17              | \$0.00                       | 6,254.09                 | 6,254.09                   | 0.000              | \$123,974.17           |
|                               | School District Reconnite   |   |             | \$14,436.99                  | (14,436.99)                         | 0.00  | 0.00                             | \$0.00                    | \$0.00                       | 2,461.62                 | 2,461.62                   | 0.000              | \$0.00                 |
|                               | 3953007241  |   |             | \$26,638.06                  | 59,506.92                           | 0.00  | 0.00                             | \$86,144.98               | \$0.00                       | 9,719.59                 | 9,719.59                   | 0.000              | \$86,144.98            |
|                               | Pelham Road Improvement   |   |             | \$145,995.10                 | 115,538.12                          | 0.00  | 0.00                             | \$261,533.22              | \$0.00                       | 23,621.37                | 23,621.37                  | 0.000              | \$261,533.22           |
|                               | 3953007223  |   |             | \$15,595.10                  | 72,010.15                           | 0.00  | 0.00                             | \$87,605.25               | \$0.00                       | 9,003.92                 | 9,003.92                   | 0.000              | \$87,605.25            |
|                               | Road Improvement  |   |             | \$15,595.10                  | 72,010.15                           | 0.00  | 0.00                             | \$87,605.25               | \$0.00                       | 9,003.92                 | 9,003.92                   | 0.000              | \$87,605.25            |
|                               | 3953007231  |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | Seton Revitalization  |   |             | \$35,659.20                  | (11,382.44)                         | 0.00  | 0.00                             | \$24,276.76               | \$0.00                       | 14,022.38                | 14,022.38                  | 0.000              | \$24,276.76            |
|                               | Fire Fighting Apparatus   |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | 3953013964  |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | Illinois Commission   |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | 3953013732  |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | Sever   |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | 3953013724  |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
|                               | Water   |   |             | \$10,849.88                  | 4,495.96                            | 0.00  | 0.00                             | \$15,345.84               | \$0.00                       | 2,722.70                 | 2,722.70                   | 0.000              | \$15,345.84            |
| <b>TOTAL CAPITAL RESERVES</b> |   |   |             | <b>\$1,300,120.33</b>        | <b>\$156,032.48</b>                 | <b>\$0.00</b>                                 | <b>\$0.00</b>                    | <b>\$1,456,152.81</b>     | <b>\$0.00</b>                | <b>\$87,605.25</b>       | <b>\$87,605.25</b>         | <b>\$0.00</b>      | <b>\$1,543,758.06</b>  |
| <b>TOTAL ALL FUNDS</b>        |   |   |             | <b>\$1,890,013.03</b>        | <b>\$314,064.94</b>                 | <b>\$112,763.52</b>                           | <b>\$3,413.32</b>                | <b>\$2,107,241.85</b>     | <b>\$36,113.08</b>           | <b>\$166,769.49</b>      | <b>\$165,704.21</b>        | <b>\$54,607.63</b> | <b>\$2,334,628.97</b>  |



| RANKING<br>BY<br>LINES  | HOW INVESTED | DESCRIPTION OF PRINCIPAL | PRINCIPAL                   |                            |                             | Description<br>From<br>Form<br>990 | Dividend<br>Total | Fluctuation<br>Beginning<br>Year | INCOME                      |          | Expenses<br>Total<br>Year | Fluctuation<br>Beginning<br>Year | Capitalized<br>Beginning<br>Year | Fluctuation<br>Beginning<br>Year | TOTAL       |
|-------------------------|--------------|--------------------------|-----------------------------|----------------------------|-----------------------------|------------------------------------|-------------------|----------------------------------|-----------------------------|----------|---------------------------|----------------------------------|----------------------------------|----------------------------------|-------------|
|                         |              |                          | Additional<br>Contributions | Good<br>Cause<br>(Percent) | Income<br>Beginning<br>Year |                                    |                   |                                  | Income<br>Beginning<br>Year |          |                           |                                  |                                  |                                  |             |
| NON-EXPENDABLE FUNDS    |              |                          |                             |                            |                             |                                    |                   |                                  |                             |          |                           |                                  |                                  |                                  |             |
| Cash & Cash Equivalents |              |                          |                             |                            |                             |                                    |                   |                                  |                             |          |                           |                                  |                                  |                                  |             |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   | 9,246.65                   |                             |                                    | \$27,277.53       | \$75,093.41                      | \$3,919.85                  | 5,234.91 | \$74,395.15               | \$97,662.68                      | \$25,882.81                      | \$0.00                           | \$97,662.68 |
| 25,000                  | due          | 05/16/02                 | 14,030.86                   |                            |                             |                                    |                   |                                  |                             |          |                           |                                  |                                  |                                  |             |

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| HOW INVESTED      |                               | FINANCIAL                |                    |                     |                 |                        |                  |                       |             |                  |                  | INCOME            |  | TOTAL |  |
|-------------------|-------------------------------|--------------------------|--------------------|---------------------|-----------------|------------------------|------------------|-----------------------|-------------|------------------|------------------|-------------------|--|-------|--|
| # Shares or Units | DESCRIPTION OF PRINCIPAL      | Balance Reporting Period | Adjusted Purchases | Capital Gain (Loss) | Per Share Price | Balance Reporting Year | Dividend Yield % | Income Reporting Year | Unyielded % | Balance Year End | Dividend Yield % | Projected Balance |  |       |  |
| 0                 | Pliny, Inc.                   | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Phelix Dodge Corp.            | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Pliny Bowles                  | \$13,599.69              |                    | 8,156.45            | 217,561.14      | \$0.00                 |                  | \$0.00                | 69.25       | \$0.00           |                  | \$0.00            |  |       |  |
| 200               | Proctor & Gamble              | \$6,722.50               |                    |                     |                 | \$6,722.50             |                  | \$0.00                | 24.00       | \$0.00           |                  | \$6,722.50        |  |       |  |
| 0                 | Reynolds (New Class B Common) | \$17,147.00              | (310.39)           | 11,469.51           |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Reynolds Corp (New)           | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Sara Lee Corp                 | \$10,111.25              |                    | 2,500.63            | 12,612.08       | \$0.00                 |                  | \$0.00                | 62.50       | \$0.00           |                  | \$0.00            |  |       |  |
| 93                | SBC Communications, Inc.      | \$38,867.38              |                    |                     |                 | \$33,867.38            |                  | \$0.00                | 23.66       | \$0.00           |                  | \$33,867.38       |  |       |  |
| 0                 | Schering-Plough Corp.         | \$6,723.00               |                    | 17,224.85           | 28,957.85       | \$0.00                 |                  | \$0.00                | 25.50       | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Sears Roebuck & Co            | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 300               | Sears Roebuck & Co            | \$0.00                   |                    |                     |                 | \$5,205.00             |                  | \$0.00                | 4.80        | \$0.00           |                  | \$5,205.00        |  |       |  |
| 300               | Sunbeam                       | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 500               | Sun Microsystems, Inc.        | \$7,314.00               | (7,314.00)         |                     |                 | \$14,628.13            |                  | \$0.00                | 0.00        | \$0.00           |                  | \$14,628.13       |  |       |  |
| 0                 | SunAmerica                    | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 225               | Texas Instruments, Inc.       | \$0.00                   |                    |                     |                 | \$20,989.69            |                  | \$0.00                | 9.56        | \$0.00           |                  | \$20,989.69       |  |       |  |
| 1                 | TRW Inc.                      | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
| 0                 | Unicom Technologies Corp      | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 19.00       | \$0.00           |                  | \$0.00            |  |       |  |
| 350               | Walmart Stores                | \$12,432.81              |                    | 1,979.21            | 14,412.02       | \$0.00                 |                  | \$0.00                | 35.00       | \$0.00           |                  | \$16,027.81       |  |       |  |
| 0                 | Werner Lambert Co             | \$0.00                   |                    |                     |                 | \$0.00                 |                  | \$0.00                | 30.00       | \$0.00           |                  | \$0.00            |  |       |  |
| 2,499             | Yor Price First Stock Fd      | \$10,785.00              | (345.35)           | 10,439.65           |                 | \$0.00                 |                  | \$0.00                | 0.00        | \$0.00           |                  | \$0.00            |  |       |  |
|                   | Total Non-Expendable Funds    | \$663,930.01             | (1,892.78)         | \$661,037.23        | \$69,180.05     | \$76,080.41            |                  | \$31,133.46           | \$32,016.94 | \$74,385.15      |                  | \$802,632.14      |  |       |  |

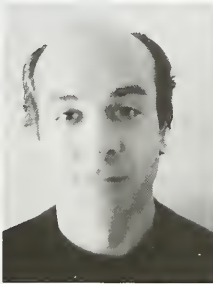
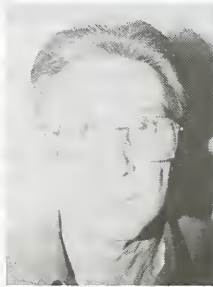
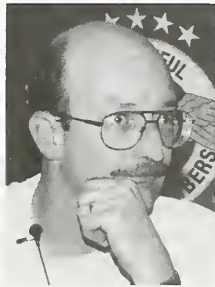
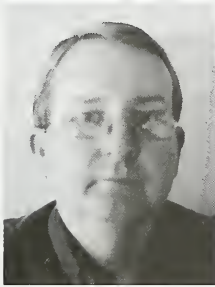
## REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1999

| Sheet or Line         | THROW INVESTED | DESCRIPTION OF PRINCIPAL           | PRINCIPAL              |                       |                     |                       | INCOME                |                    |                     |               | TOTAL                 |                       |
|-----------------------|----------------|------------------------------------|------------------------|-----------------------|---------------------|-----------------------|-----------------------|--------------------|---------------------|---------------|-----------------------|-----------------------|
|                       |                |                                    | Balance Beginning Year | Additional Purchase   | Draws (Less)        | Proceeds From Sale    | Balance Ending Year   | Interest Income    | Dividend Income     | Capital Gains | Interest Income       | Dividend Income       |
| EXPENDABLE FUNDS      |                |                                    |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       | (Acct #)       |                                    |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       | 3033001205     | DEPOT IMPROVEMENT                  | \$575,644.61           | 95,321.45             | 0.00                | 91,169.82             | \$579,796.24          | \$0.00             | 27,479.10           |               | \$579,796.24          |                       |
|                       | 3033001152     | Cash & Cash Equivalents            |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       | 3033001152     | PERFORMING ARTS                    | \$564.20               | 2,330.84              | 0.00                | 1.17                  | \$2,833.87            | \$0.00             | 32.25               |               | \$2,833.87            |                       |
|                       | 3033001161     | SEWER                              | \$8,877.45             | 17,792.81             | 0.00                | 34.90                 | \$26,625.36           | \$0.00             | 948.81              |               | \$26,625.36           |                       |
|                       | 3033001170     | Cash & Cash Equivalents            | \$8,497.31             | 397.22                | 0.00                | 16.43                 | \$8,878.10            | \$0.00             | 413.90              |               | \$8,878.10            |                       |
|                       | 3033001189     | STRATEGIC PLAN                     | \$2,286.39             | 106.90                | 0.00                | 4.44                  | \$2,388.65            | \$0.00             | 111.39              |               | \$2,388.65            |                       |
|                       | 3033001198     | HISTORICAL DISTRICT                | \$113,439.95           | 439.25                | 0.00                | 8,631.16              | \$5,247.94            | \$0.00             | 446.25              |               | \$5,247.94            |                       |
|                       | 3033001287     | PELHAM ROAD                        | \$1,316.96             | 61.55                 | 0.00                | 2.55                  | \$1,375.96            | \$0.00             | 64.13               |               | \$1,375.96            |                       |
|                       | 3033001302     | Cash & Cash Equivalents            | \$100,361.01           | 4,931.65              | 0.00                | 194.13                | \$104,858.53          | \$0.00             | 4,808.62            |               | \$104,858.53          |                       |
|                       | 3033013458     | RT 28 ROAD IMPROVEMENT             | \$1,372.54             | 64.18                 | 0.00                | 2.66                  | \$1,434.06            | \$0.00             | 66.87               |               | \$1,434.06            |                       |
|                       | 3033013478     | Cash & Cash Equivalents            | \$3,204.48             | 149.82                | 0.00                | 156.09                | \$3,348.09            | \$0.00             | 156.09              |               | \$3,348.09            |                       |
|                       | 3033013487     | TOWN SIDEWALK                      | \$168.39               | 7.87                  | 0.00                | 0.35                  | \$175.91              | \$0.00             | 8.19                |               | \$175.91              |                       |
|                       | 3033013706     | Cash & Cash Equivalents            | \$88,420.55            | 129,766.02            | 0.00                | 65,386.26             | \$151,800.32          | \$0.00             | 7,770.94            |               | \$151,800.32          |                       |
|                       | 3033014411     | CABLE TV PUBLIC ACCESS             | \$51,939.71            | 64,678.82             | 0.00                | 184.18                | \$126,434.35          | \$0.00             | 4,885.48            |               | \$126,434.35          |                       |
|                       |                | SNOW                               |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       |                | Cash & Cash Equivalents            |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       |                | <b>Total Expendable Funds</b>      | <b>\$852,133.46</b>    | <b>\$315,698.38</b>   | <b>\$0.00</b>       | <b>\$156,634.26</b>   | <b>\$1,015,197.58</b> | <b>\$0.00</b>      | <b>\$47,272.02</b>  | <b>\$0.00</b> | <b>\$1,015,197.58</b> | <b>\$1,015,197.58</b> |
|                       |                | <b>TOTAL COMBINED FUNDS</b>        | <b>\$1,530,063.47</b>  | <b>\$884,362.81</b>   | <b>\$117,070.92</b> | <b>\$335,814.31</b>   | <b>\$1,803,444.67</b> | <b>\$78,039.41</b> | <b>\$78,985.15</b>  | <b>\$0.00</b> | <b>\$1,803,444.67</b> | <b>\$1,803,444.67</b> |
| CAPITAL RESERVE FUNDS |                |                                    |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       | 3033001214     | SCHOOL DISTRICT RECONSTRUCTION     | \$93,893.12            | 30,673.77             | 0.00                | 592.72                | \$123,974.17          | 0.00               | 5,081.05            |               | \$123,974.17          |                       |
|                       | 3033001241     | Cash & Cash Equivalents            |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       | 3033001272     | SALEM STREET                       | \$14,436.99            | 260.29                | 0.00                | 14,697.28             | \$0.00                | 0.00               | 279.62              |               | \$0.00                |                       |
|                       | 3033001273     | PELHAM ROAD                        | \$36,658.05            | 67,030.39             | 0.00                | 7,523.47              | \$96,164.98           | \$0.00             | 4,102.29            |               | \$96,164.98           |                       |
|                       | 3033001722     | ROAD IMPROVEMENT                   | \$145,920.91           | 1,385,207.28          | 0.00                | 1,325,676.54          | \$205,451.65          | 0.00               | 19,533.01           |               | \$205,451.65          |                       |
|                       | 3033001722     | Cash & Cash Equivalents            | \$354,629.10           | 315,681.74            | 0.00                | 202,153.57            | \$468,157.27          | 0.00               | 24,167.82           |               | \$468,157.27          |                       |
|                       | 3033001831     | SALEM REVALUATION                  | \$10,849.68            | 533,170.10            | 0.00                | 528,674.14            | \$15,345.84           | 0.00               | 4,951.47            |               | \$15,345.84           |                       |
|                       | 3033001731     | Cash & Cash Equivalents            | \$135,176.49           | 72,927.04             | 0.00                | 916.89                | \$207,166.64          | 0.00               | 7,965.15            |               | \$207,166.64          |                       |
|                       | 3033011594     | FIRE-FIGHTING APPARATUS            | \$35,653.70            | 1,790.55              | 0.00                | 13,172.96             | \$34,777.29           | 0.00               | 1,595.59            |               | \$34,777.29           |                       |
|                       | 3033013733     | Cash & Cash Equivalents            | \$210,518.69           | 11,822.54             | 0.00                | 25,805.92             | \$195,955.51          | 0.00               | 10,076.62           |               | \$195,955.51          |                       |
|                       | 3033013724     | SEWER                              | \$282,427.59           | 12,462.27             | 0.00                | 115,256.20            | \$179,623.66          | 0.00               | 10,182.17           |               | \$179,623.66          |                       |
|                       |                | WATER                              |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       |                | Cash & Cash Equivalents            |                        |                       |                     |                       |                       |                    |                     |               |                       |                       |
|                       |                | <b>TOTAL CAPITAL RESERVE FUNDS</b> | <b>\$1,320,176.73</b>  | <b>\$2,430,475.97</b> | <b>\$0.00</b>       | <b>\$2,334,485.69</b> | <b>\$1,816,177.01</b> | <b>\$0.00</b>      | <b>\$97,834.79</b>  | <b>\$0.00</b> | <b>\$1,816,177.01</b> | <b>\$1,816,177.01</b> |
|                       |                | <b>TOTAL FUNDS</b>                 | <b>\$2,850,240.20</b>  | <b>\$3,124,838.69</b> | <b>\$117,070.92</b> | <b>\$2,770,260.00</b> | <b>\$3,319,621.58</b> | <b>\$78,039.41</b> | <b>\$166,270.48</b> | <b>\$0.00</b> | <b>\$3,319,621.58</b> | <b>\$3,319,621.58</b> |

NS-10



## ZONING BOARD OF ADJUSTMENT



*From left to right: Edward Huminick (Chairman), John Doyle, Joseph Scionti, Edward Suffern, Gary Azarian (Alternate), James Holland (Alternate), Glen Lavallee (Alternate). (Not pictured: Gerald Forcier, Daniel Norris, Curtis Davis)*

The Salem Zoning Board of Adjustment, (ZBA), serves as an intermediate step when a property owner would otherwise seek a zoning amendment from the Town Meeting or take court action when they feel the ordinance is invalid. The ZBA provides a satisfactory resolution without the burdening the courts. The ZBA is authorized by local ordinance and operates under the strict guidelines contained in the State of New Hampshire RSA's 674:33 and 674:5-7.

*Sometimes praised, sometimes criticized, the job of the ZBA member is not an easy one. The ZBA reviewed 68 cases in 1999, one less than in 1998.*

*ZBA Chairman Ed Huminick*

The ZBA is "Quasi-Judicial", which means that

it has the legal status to hold public hearings affecting the provisions of the Salem Zoning Ordinance in four different ways: a Variance, a Special Exception, an Appeal of an Administrative Decision and a grant of an Equitable Waiver of Dimensional Requirement.

The procedures of the ZBA are not discretionary; they are limiting and mandatory. Every decision of the ZBA must be fair, consistent and reflect the meaning and spirit of the Salem Zoning Ordinance regardless of the personal feelings of the Board Members.

Sometimes praised, sometimes criticized, the job of the ZBA member is not an easy one. The ZBA reviewed 68 cases in 1999, one less than in 1998. The table below details the Boards findings.

| HEARING TYPE                      | 1998 | 1999 |
|-----------------------------------|------|------|
| Variance                          |      |      |
| Granted                           | 26   | 26   |
| Denied                            | 20   | 16   |
| Special Exception                 |      |      |
| Granted                           | 5    | 5    |
| Denied                            | 1    | 5    |
| Appeal of Administrative Decision |      |      |
| Granted                           | 4    | 1    |
| Denied                            | 2    | 7    |
| Equitable Waiver                  |      |      |
| Granted                           | 5    | 6    |
| Denied                            | 0    | 0    |

For the first time in several years the ZBA now has a full complement of Alternate Members. Alternates play an important part in the operation of the Board serving when Full Time Members miss a meeting or when they must step down to a conflict of interest. Although they do not know if they are going to sit on a hearing Alternates must come to each and every meeting as prepared as a Full Time Member.

The Board Members would like to take this opportunity to Thank Lydia Fortier, Patricia Hughes and Sam Zannini, Chief Building Official, for helping the general public, keeping the Board organized and providing quality minutes and record keeping of our meetings.

A special thanks goes to Lydia Fortier, Board Secretary, who transferred to a new position at

the Department of Public Works and Patricia Hughes, Board Stenographer, who resigned for personal reasons.

Also, in 1999 the Board accepted with regret the resignation of long time member Gerry Forcier. Although Gerry will no longer serve on the ZBA he has assured me that he will still be an active member of the Salem Community. Thanks Gerry for your time and effort. I am looking forward to seeing you at Town Meeting and hearing one of the most well known introductions, "Mr. Moderator, Gerry Forcier, 13 Sullivan Ave."

Respectfully submitted,

Edward W. Huminick, Chairman

## TOWN DEPARTMENTS

### TOWN MANAGER



David W. Owen

Salem's citizen volunteers and elected officials are to be thanked for many hours of working on some very difficult issues and through some difficult times with the Town Manager's Office. With the patience of the Board of Selectmen, former selectmen, and key

leaders from other boards and commissions, the selection of a new Town Manager went smoothly, and David Owen was appointed to the position in early November. Mr. Owen comes to Salem after a long tenure in Burlington, Massachusetts and substantial experience as the chief executive in two Massachusetts towns after beginning his government career as a planning official in Illinois. His solid credentials, education, and proven local government management experience will serve Salem well after a turbulent 1999.

Regrettably, in late May just after accepting the appointment, former Town Manager Jim Turse, discovered that he had a serious health condition requiring hospitalization, and preventing him from committing to the necessary long hours and hectic schedule which goes with the job. Fortunately, his condition appears to be stabilized, and we are able to retain him in his

former position as Community Development Director.

Along with the change in town managers, 1999 saw two very capable leaders join Salem in key management positions. Rodney Bartlett was selected to be the Public Works Director, and Jeff Towne joined the Salem management team as the Finance Director. Rodney Bartlett previously served as the Salem Public Works Operations Manager, after joining the town staff in 1998. He brings to the job an extensive combination of civil engineering and public works experience, having served in key public works and town management leadership positions in Londonderry and Derry, and in the private sector, managing the development and sale of products for the civil engineering industry. Jeff Towne, a CPA with extensive municipal audit experience in New Hampshire, brings exceptional finance credentials to the community. He was honored by his peers last year by being elected President, New Hampshire Government Finance Officers Association, and has spent many extra hours in Concord this year working with state agencies and elected officials to craft the administrative rules required by education funding reform. Both men bring a depth of professional experience and demonstrated leadership which will serve Salem well as we embark on a new millennium.

*"There is only one fundamental reason for local government, and that is to provide quality public service delivery to the community."*

*Town Manager E. James Turse*

Please take the time to read through the annual reports in this book. Each department has keynoted information and events which highlight their achievements and point to the direction they intend to take for the future. Let us know if we've gotten it right. This is our report to you, and it is important for you to know that we need and appreciate the feedback if we are going to do our job better for you. There is only one fundamental reason for local

government, and that is to provide quality public service delivery to the community. We'd like to think we do it pretty well with the resources we have, and trust that you do too. You will find that activity levels have risen in most departments. Police, fire, and emergency services each have programs which serve as models for the state. Public Works has dusted the old drainage studies off, and done an exceptional job of correcting many longstanding problems with the storm drain system. The department has also been resourceful in extending the useful life of some of our roadways through a judicious repair program. Community Development divisions have processed near-record applications for land development and building, plumbing, and electrical permits, as a booming economy and low interest rates boosted demand for new homes and retail construction. The Fire Chief, Public Works Director, and Community Development Director collaborated to succeed in bringing Salem national recognition, and nearly \$1.2 million in federal and state grants to assist in flood and hazard mitigation. You will see the results of projects funded by these grants beginning early in 2000. Human Resources and the Finance Department averted a crisis in our employee compensation program by working overtime during the early part of the year to terminate the employee supplemental retirement program and introduce state legislation calling attention to the inequities in the state law which prohibit such programs for town employees, while allowing it for other government workers. The Tax Collector and Finance Department, once again, worked, literally well into the night, after the Supreme Court decision on education funding precipitated another near fiscal crisis, forcing the town to alter its tax billing system after it had just redesigned the system to reflect earlier legislation. The spouses and family members of Town staff who worked on this issue deserve a special thanks from all of us for the support they provided, enabling these dedicated employees to work overtime to adjust our system to minimize the impact on our citizens. The Town Clerk, Human Services, Senior Services, and Recreation provided solid, reliable, and consistent services. The stable

economy actually reduced the welfare rolls slightly this year, but the continuing growth in the community occasionally stretched our resources in the other areas as new cars were registered in record numbers and recreational and senior programs were filled to capacity.

Your new Town Manager (David Owen) has been positively impressed by the caliber of the Department Heads and other key staff that the Town has assembled, the knowledgeability and active involvement of its elected and appointed officials, and the community spirit of its citizens. He looks forward with anticipation to working together with other Town officials, both elected and appointed, Department Heads and employees, and the citizenry to address the many challenges and issues facing the Town. Managing the shape and direction of growth and change, providing increased services to a growing service population while maintaining the quality and cost-effectiveness of those services, improving the Town's physical infrastructure and facilities and improving the Town's aesthetics in the process, all of these will be high on the Town's agenda as it enters the twenty-first century. Remembering that challenges contain the seeds of opportunity, your town manager is confident that the Town of Salem will successfully rise to the challenges facing it and enter the new century (and millennium) with the promise of a bright future for its residents.

In closing, please join us in extending the community's gratitude for service and dedication to the following employees who left the service of the Town in 1999: Frances Bernard (Finance Director), Scott Johnson (Police Department) and Thomas Sharpe (Fire Department).

Respectfully submitted,

David W. Owen, Town Manager  
(November 8 - December 31, 1999)

E. James Turse, Town Manager  
(March 16 - November 7, 1999)



## ASSESSING DEPARTMENT



Normand Pelletier

One of the major changes which took place in 1999 was the implementation of the State Education Tax. There was much uncertainty throughout the legislative process as to how this tax would be administered and how it would affect Salem. When all was said and done the

town of Salem saw its tax rate decline by \$1.97 due in large part to the fact that we became one of the many receiver towns. The future of this tax still remains unclear as lawsuits filed by donor towns will further test the manner in which we fund education through property taxes.

*"Major changes lie ahead in 2000 with the implimation of our first revaluation since 1980."*

*Assessor Norm Pelletier*

With the approval of the 1999 Town Meeting, Salem began its' first town wide revaluation

since 1980. The project began this past summer with the listing phase and will be finalized with the notification of values in July 2000 while the hearings will take place in mid August. All new values will be used for the fall 2000 tax bills. The assessing function will be totally computerized at that time which will allow our department to adjust values on an ongoing basis to reflect changes in the market. With proper maintenance we will be able to keep our values at or near 100% of market value thereby insuring that, other than physical inspections of properties, we will not have to undergo another full revaluation of the town. We ask for your patience and understanding as we go through the process of fine tuning and resolving problems which will arise when these values go into effect. We will make every effort to address every concern in a timely and professional manner.

I would like to take this opportunity to thank Cathy Arsenault, Joyce Desrosiers and Gail Watts for their assistance and professionalism during these busy times.

Respectfully submitted,

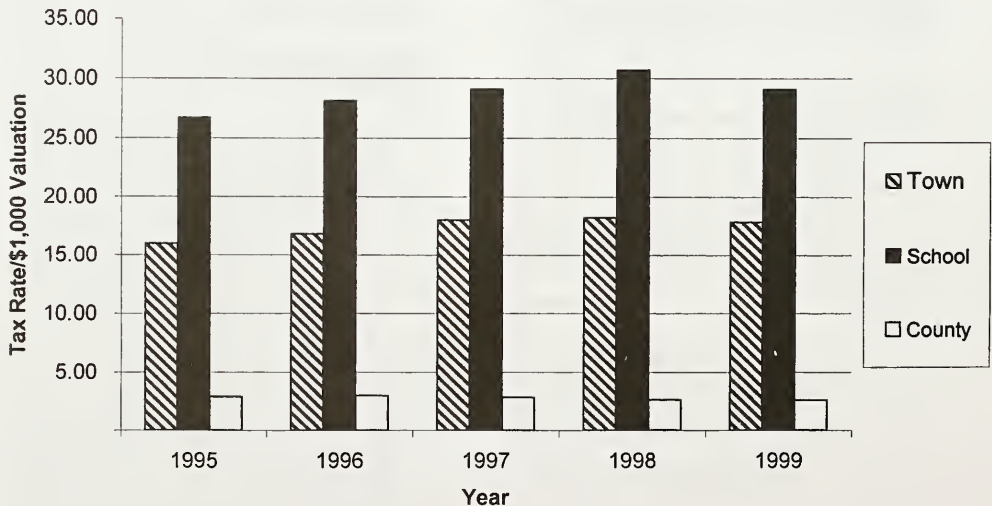
Normand Pelletier, CNHA  
Chief Assessor



## SUMMARY OF INVENTORY

|                                    | <u>1998</u>   | <u>1999</u>   |
|------------------------------------|---------------|---------------|
| Land                               | \$231,212,240 | \$234,245,790 |
| Buildings                          | \$588,181,470 | \$601,399,970 |
| Utilities                          | \$ 8,516,500  | \$ 8,913,450  |
| Total Gross Valuation              | \$827,910,210 | \$844,559,210 |
| Elderly Exemptions                 | \$ 5,219,800  | \$ 5,133,600  |
| Blind Exemptions                   | \$ 255,000    | \$ 285,000    |
| Total Net Valuation                | \$822,435,410 | \$839,140,610 |
| Taxes Before Veterans Exemption    | \$ 42,396,545 | \$ 41,461,350 |
| Minus Veterans Exemption           | \$ 193,100    | \$ 188,400    |
| Net Property Commitment            | \$ 42,203,445 | \$ 41,272,950 |
| Tax Rate                           | \$ 51.55      | \$ 49.58      |
| Total Current Use Acreage          | 2,128.32      | 2,078.52      |
| Total Number of Taxable Properties | 11,188        | 11,416        |
| Total Number of Exempt Properties  | 456           | 475           |

Five Year Tax Rate Comparison



## COMMUNITY DEVELOPMENT DEPARTMENT



E. James Turse

**Mission:** To provide services to the community to plan, manage, and coordinate the natural, constructed, and economic environment of Salem in order to provide a better quality of life for its citizens.

**Operations:** The Community Development Department is a merger of traditionally separate but functionally related departments into divisions under one management to provide a coordinated response to the needs of the community and to provide greater accountability for its operations to the Town Manager and Board of Selectmen. There is a team approach to management with the Community Development Director as the team leader. The divisions of the Community Development Department are: Building Inspection; Capital Projects; Engineering; Health; and Planning. The Director also serves as a special projects coordinator for the Town Manager, and serves as the principal liaison for the Town with related regional, state, and national organizations.

This year's report is the second consolidated report, following the department's creation in 1998. Contained below is an outlook for 2000; initiatives worked on in the course of the year; and, division reports for 1999.

### *Director's Outlook for 2000*

**1. World Economy.** The consensus is that 2000 will be another remarkable year of continued expansion in the US economy. After last year's economic forecasts predicted growth in the range of 2.2 - 3.5%, the US finished with a remarkable 5%+ burst at year-end. However,

the Organization for Economic Development and Cooperation indicates that the present U.S. growth rate is unsustainable in the longer term. The OEDC bases their analysis on a growing shortage of labor with consequent subcontractor and supplier delays, coupled with increasing energy prices acting to slow the rate of growth. World growth rate is pegged at 2.8% for 1999, 2.9% for 2000, but collapsing to 2.6% in 2001 largely because of an expected contraction in the U.S. market.

**2. Local Economy.** New Hampshire has a robust manufacturing sector, with 19.25% of the employment base vs. 15.65% nationally, and this sector has consistently outperformed others nationwide. The Salem-area commercial and industrial base continues to dominate the New Hampshire economy, with six of the 17 new manufacturing and related companies in the state choosing to locate in Salem last year, creating 127 high quality new jobs. Salem based Omtool, a producer of specialty fax software, was just named to Deloitte-Touche's list of New England Fast 50 high tech companies as one of the states' leading firms. New Hampshire-based manufacturing companies have traditionally competed in the marketplace on the basis of quality, but are increasingly forced to compete on price. In 1998 HADCO consolidated its facilities out of Salem resulting in the loss of 200 local jobs. During much of 1999 it looked as if Compaq intended to stay in town, but with significant worldwide overcapacity in personal computer manufacturing, the decision was made to consolidate the server manufacturing lines in Houston and Fremont, CA. By April 2000, Compaq will close its facility here, with a resultant loss of over 900+ full-time positions. The Town of Salem is partnering with the Rockingham Economic Development Corporation and state agencies to develop a Comprehensive Economic Development Strategy and supplement Compaq's transition plan for its outgoing employees. However, statewide a total of only 617 jobs, were created by new companies last year. Most of the

approximately 10,000 new jobs in the state came from existing or expanding businesses. It will be difficult to absorb these lost jobs in the local economy at the same payroll level. The economic value of the Compaq loss is estimated to be between \$50 – 75 million. There is some very good news to offset the bad! U.S. Paymentech, a leading processor of credit card transactions, has recently announced its intent to expand at its Northeastern Boulevard location, nearly doubling its current facility. There is news from the state Office of Business and Industrial Development that a Boston-based REIT is negotiating with Compaq for purchase of the Salem property. Development teams for two office projects planned for Stiles Road have begun working with the department on construction plans. During the closing weeks of 1999 I received calls from representatives of manufacturing and distribution companies searching for sites. However, limited sewer infrastructure, the age and configuration of the Compaq facility, and delays in traffic improvements at Stiles Road and Pelham Road inhibit the site selection process. Turning to retail, a robust economy led to local retailers enjoying a very good 1999. However, with consumer spending currently exceeding savings; increasing competition from local retail expansion by national firms, such as Wal Mart in Salem and Home Depot in Methuen; and growing competition from Internet sales, this sector is expected to soften in 2000. Overall, New Hampshire job growth has posted average annual gains of 5.2 % in the last five years, leading New England, but lagging the U.S. rate of 6.6%. This trend is expected to continue through the next year.

**3. Real Estate Trends.** With mortgage interest rates for new homes returning to 1997 levels, local contractors are beginning to see a softening demand for new homes. In 1999 there was stiff competition for the maximum number of 130 single family residential permits available under Salem's growth limit ordinance. We entered 1999 with a long waiting list for permits. Comparable demand is not anticipated in 2000. Southern NH area real estate prices stabilized during the last quarter of 1999, correlating

closely with the increase in interest rates. While the value of single family home permits has been high, they have shared the spotlight with the exceptional value of permits issued for commercial projects such as Target and Salem Village Shoppes, and a significant number of home improvement projects. 1999 replaced 1998 as the third highest year on record for total value added to the tax base = \$49.3 million. This total exceeds the 1998 total of \$42.8 million, which was another record year for new construction in Salem.

### *Community Development Department Initiatives*

#### **1999 Initiatives**

##### Flood and Hazard Mitigation Program.

Working with the Fire Department and Public Works Department, we have been successful in obtaining nearly \$1.2 million in grant funds for assistance with flood-proofing homes and businesses, acquiring property for flood mitigation, and conducting a variety of engineering projects designed to prevent future flooding in Salem. Through our combined initiative, a Merrimack Valley coalition has been brought together to cooperate and work on the key problems along Spicket River and its associated watershed. The objective of these programs is to prevent repetitive loss to our residents and our businesses, and to prevent or lessen the impact of critical hazardous incidents within the community. Management of these grant programs over the next two years will require the increased involvement of the department in order to meet the program goals. To assist, a part-time grants administrator will begin working with the department early in the year.

**Master Plan Revision.** In the 1999 capital budget process, the decision was made to defer funding the revision of the Master Plan until 2000. The plan has not seen complete revision since 1985. It serves as the legal basis for many planning decisions, and much of the old plan is not defensible under real estate case law. The master planning process represents the Town's

vision for its destiny, and will provide a great opportunity for the community to provide a collective legacy for future generations. We look forward to your participation!

**Economic Development Plan.** To ensure the maintenance of Salem's economic health, a supplemental plan to the Master Plan is needed which focuses on the factors influencing a healthy local economy. To assist in this end, both the Board of Selectmen and the Budget Committee supported funding a tax base management plan in the 1999. This plan will provide a fiscal impact analysis model to be used in master planning and making service delivery decisions. In December 1999, the town signed an agreement with the Rockingham Economic Development Corporation, a public/private nonprofit, which will lead to the development of a Comprehensive Economic Development Strategy for the Salem area.

**Traffic Management Plan.** Traffic is typically viewed as Salem's number one problem. As we work on the Master Plan, we will continue to advocate for a traffic management plan to establish coordination of land use with clear priorities, based on planned growth - for new road development and road improvement. We also continue to seek funding for the use of intelligent traffic systems (ITS) traffic control. In 1999, a Congestion Mitigation and Air Quality Grant was used for signal coordination on Route 28. Combining resources with the Rockingham Planning Commission, we have been successful in advancing projects for Route 111, and in obtaining assistance with interim plans for North Broadway and the North Policy intersection with Route 111. Cost growth for the Pelham Road expansion project, and unexpected reversals in the NH Department of Environmental Services decision on the extension of Stiles Road have significantly delayed much needed improvements to the industrial area road network.

**Open Space/Conservation Plan.** We continue to advocate for setting of specific goals and objectives for open space within the community. The current Master Plan outlines broad goals

and accomplishments, but fails to provide detailed guidance for the future. With the recent state level success of the New Hampshire Land and Heritage Commission, additional political support and funding may become available for local land use and historic preservation initiatives. Our hope is that in the new Master Plan process will enable this objective.

**Water Resources Management Plan.** Watershed management is a mutual concern of the Public Works Department and the Community Development Department. We are pursuing grants to assist in protection of the watershed, and have increased our activities in oversight and coordination with the NH DES on sites which may be of hazard to drinking water resources. We view the sewerage of the lakes areas to be critical to long-term preservation of drinking water quality for the town.

**Redevelopment of Salem Depot.** The long term goal for the Depot is to improve traffic circulation and provide a commercial center core. The NH DOT plan for road improvements in the Depot will clearly impact at least 17 properties for Right Of Way. The Board of Selectmen rejected DOT's most aggressive plan for widening the roadway impacting these businesses, but accepted a less aggressive preliminary plan presented to them by the Municipal Highways Division in late 1999. The town continues to acquire property in the Depot, using Depot trust funds, and will acquire additional property as it becomes available. Town staff has completed tax base analysis and study plans for the Depot, and will continue to work with NH DOT. Consultant support will be required to complete feasibility analysis necessary for the establishment of a redevelopment district.

**Industrial/Commercial Zoning.** Numerous recommendations have been made for increasing/changing industrial and commercial zoning districts. With the fiscal impact analysis model being delivered in early 2000 by Tischler & Associates, we expect to be able to better advocate more accurate decision-making regarding the appropriate mix of zoning for the



community. Quality commercial development is critical to provide the tax revenue resources needed for service delivery. It is important for our residents to understand that without commercial partners, Salem would not enjoy the quality of schools and public services it has come to expect. However, sustainable development means that we need to continue to find the right mix of "smart growth" for Salem's future, based on its economic, environmental, and social impacts.

**2000 Key Initiatives.** The Master Plan and Capital Projects initiative for sewer infrastructure are critical to implementation of development initiatives and essential for building community consensus in 2000. Together with Project Impact and other flood mitigation projects, these will be the principal focus for 2000.

I want to thank the hard-working resident volunteers who have sustained the flood planning and grants initiatives resulting in real projects and programs to end the flood damage cycles in Salem. Also, a very special thanks goes out to each of the new volunteers who have stepped forward to become members of the Rockingham Planning Commission, the Salem-Plaistow-Windham Metropolitan Planning Organization, and the steering committee for Rockingham Economic Development Corporation. These organizations are not new to our area, but Salem has stepped up its involvement in order to establish its leadership in the regional cooperation critical for sustainable growth. Our Planning Board, Conservation Commission, and Zoning Board of Adjustment are also staffed by unelected, hard working,

*"Our Planning Board, Conservation Commission, and Zoning Board of Adjustment are also staffed by unelected, hard working, citizen volunteers, and almost always are looking for new members."*

*Community Development Director  
Jim Turse*

citizen volunteers, and almost always are looking for new members. Please consider serving your community by becoming involved with these boards and commissions when vacancies are announced.

Respectfully submitted,

E. James Turse, Community Development  
Director

## BUILDING INSPECTION DIVISION



Sam Zannini

The Building Division is part of the Community Development Department. The Chief Building Official is Samuel Zannini, who also serves as the agent to the Salem Zoning Board of Adjustment. Warren Winter is the Building Inspector

and Ken Sherwood is the Electrical Inspector.

In 1997, the Town of Salem adopted the Residential Growth Limitation Ordinance. This ordinance is based on a target growth rate of 130 dwelling unit permits per year and restricted the maximum number of building permits for new dwellings per subdivision per year to 20 permits. The rationale for the 130 target number was based on permit history.

The exceptional economy of 1998 was accompanied by an exceptional demand for new home construction. In January of 1999, the 130 building permits allowed annually for single family residential dwelling units were issued by January 15. While there was an anticipated high demand for new homes by builders, it was the staffs' observation that the unusual level of requests for permits was a direct result of "permit hoarding" in reaction to the ordinance. This unprecedented demand caused a year of high emotions, a scramble to transfer permits



from lot to lot, permits being voided before they could be acted on, and builders and home owners enduring a long waiting list for new permit availability. All of this was a highly unpleasant situation for the Building Division staff as well as builders and property owners wanting to build in our community.

We learned much from the turmoil in our attempts to administer the new Residential Growth Limitation Ordinance. As 1999 ended, with the cooperation of the building industry, and the support of the Board of Selectmen, the Building Division adopted new procedures for issuing permits during the year 2000. We are hopeful that the new Administrative Procedure will make permits more readily available and prevent the unpleasant ordeal we all experienced during 1999.

The problems encountered during the year with administering this ordinance were compounded by the total number of permits handled by the division. 1999 was another record year, with a total of 2718 permits for building, plumbing, and electrical work issued. This is an increase of nearly 18% above 1998 levels, which saw permit levels nearly double that of 1997.

With much enthusiasm for this new year of 2000 and to our citizens, we wish you best wishes during the opening of the 21<sup>st</sup> century.

Respectfully submitted,

Samuel Zannini, Chief Building Official

## CAPITAL PROJECTS DIVISION



George Sealy

The office of Capital Projects was kept busy in 1999 with a variety of construction projects. The actual construction of certain projects that took place over the past spring, summer, and fall were very visible while traveling around Town. However, this

physical construction is only one part of a project. The planning, staff coordination, bid specifications, citizen information program, and public safety issues are aspects of a project that also must be addressed. The Capital Projects Office has overall responsibility for the administration, cost control, and timely completion of projects that are determined to be capital (cost), or complex in scope. During 1999 the Capital Projects Manager has administered the contracts (and completed), or is actively involved with the following projects:

- The design, reconstruction, resurfacing, inspection, and citizen concerns of 17 Roads(6 miles).
- Assisting the Public Works Utilities Division in water system improvements coordinated with roadway repairs, including 2000ft of water main replacement on Clinton Street
- Lakes area and town-wide infrastructure study (including water, sewer, drainage and roads).
- Sewer system infiltration and inflow investigation(Phase II)
- Coordinating the Remedial Action Plan at the abandoned Sewer Plant to remain in compliance with State's Groundwater Management Zone Permit.
- Coordinating the Underground Fuel Storage Tank compliance and remediation plan (Phase II), to include the tank replacements at Senior Center and District Court.

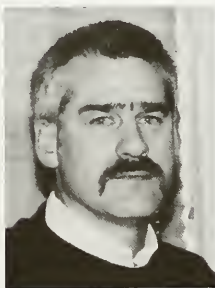
- Managing landfill testing and development of the landfill closure plan to remain in compliance with State mandates.
- Management of the remodeling of the Knightly Room at Town Hall.
- Management and coordination of the annual roadway evaluation, and development of the Town Roadway Improvement Plan.

These projects along with daily inter-departmental coordination, and participation in various smaller projects has made for a busy year. In 2000, we expect to complete the community information program for the sewer program; implement the next phase of the landfill closure program; reconstruct the remaining section of Shannon Road; supervise the resurfacing of neighborhood roads; and, continue to coordinate other capital projects throughout the year.

Respectfully submitted,

George Sealy, Capital Projects Manager

## ENGINEERING DIVISION



James Brown

1999 proved to be an extremely busy year as the Engineering Division was called upon to take on additional duties and responsibilities due to illnesses and new projects the Town has taken on. We experienced a thirty-seven percent increase in the

number of permits issued from last year, which directly relates to an increase in inspections performed, visitors to the office and phone calls received and returned. I alone experienced a one hundred percent increase in my log for phone related inquiries. We also experienced another dramatic increase in septic plans submitted for

review this year thus replacing 1998 as our top year ever. Site and subdivision plans submitted for review dropped off a little this year, but still remain at an above average level. We saw approximately 3.2 million dollars of new residential subdivision infrastructure construction started this year as well as several large commercial projects and their associated offsite improvements being constructed this year. We devoted a lot of time to and worked closely with the Inspections Division on managing and tracking applications for new construction in association with the Growth Limitation Ordinance and with Capital Projects and Public Works on our construction efforts this year.

I would like to thank Senior Engineering Technician Joe Chamberlain and Engineering Clerk Carolyn Maldonado for all their hard work and dedication during an extremely busy year for a job well done. Congratulations too, on Joe Chamberlain's completion of study for designation as a Certified Wetlands Scientist this year. I would also like to thank all the people that we worked with over the past year for their patience, as the volume of work this year made it more and more difficult to provide our services in a timely fashion.

Respectfully submitted,

James S. Brown, Senior Engineer

## HEALTH DIVISION



Suzanne Doucette

State of NH RSA 128:5 mandates that the role of the local health officer is to enforce public health rules and to make such sanitary investigations as may be directed by the local Board of Health, or as may be required by the NH Division of Health

and Human Services. The role is broadly defined to encompass a wide range of environmental and public health issues.

Food borne illness issues, food service establishment inspections and licensing generate public health concerns that effect all residents. A revised Salem Chapter 196, the Sanitary Production and Distribution of Food has now been in place for over one year with favorable results. The new code emphasizes food safety and protection through the FDA's Hazard Analysis Critical Control Point (HACCP) method of inspection. Proper management of critical control points, such as food temperatures and handling procedures play a major role in causing or preventing food borne illnesses. The regulations require the use of plastic gloves when handling ready to eat foods. Establishments have been very compliant and continuing to educate their staff people on the importance of good hygienic practices.

The second round of potential contaminant site (PCS) inspections began in 1999. Sites handling, generating and storing chemicals in the GAA-Wellhead and GA1-Watershed Protection Areas must be inspected once every three years under the state's Groundwater Reclassification Area Project approved by the NH Department of Environmental Services in 1996. As noted in the past, many facility managers have implemented environmental safety standards that surpass the program requirements.

In spite of an extremely hot summer, only one association beach was closed due to high bacterial counts. Lake-side residents are again reminded not to feed the ducks. Duck excrement has been the main cause of high bacterial counts in the past.

Two more tattoo establishments have opened in 1999. Police presence and enforcement has dramatically cut down on the number of complaints involving the tattooing of minors which is prohibited in NH RSA 639:3 II,

#### Endangerment of Minors.

This office has been selected as one of twelve NH nodes participating in the Health Alert Network initiative funded by a CDC Grant that will be administered by the NH Department of Health and Human Services. The nodes (clusters of Public Health Departments throughout NH) will form a network designed to operate as a cohesive unit in order to protect the public health from the threat of bio-terrorism activities. The twelve lead Health Officers and other health alert partners will be trained to handle disease surveillance and epidemiological investigations in the case of such a threat or occurrence. Hardware, software, computers, printers, fax machines and other training material will be provided at no cost to the town. The grant is currently funded for a three year period. As always, citizen input and comments are welcomed.

Respectfully submitted,

Suzanne B. Doucette, Health Officer

#### PLANNING DIVISION



Ross Moldoff

The Town of Salem's Planning Division consists of Planning Director Ross Moldoff and Administrative Secretary Rosemarie Hartnett. Our primary responsibility is administering the Town's land use controls, including

subdivision, site plan, and zoning ordinances. This involves extensive dealings with the public, reviewing plans and proposals, inspecting sites, working with other Town staff, consultants, and applicants. We arrange Planning Board and Conservation Commission meetings throughout the year, and serve as staff

to these citizen volunteers.

Our other major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, prepare planning studies and working on a variety of miscellaneous projects for the betterment of the Town.

Planning Division highlights for 1999 are discussed below:

**Planning Board:** Coordinated 25 meetings with 109 agenda items and 112 items handled as public matters. Large projects included 75,000 sf addition to Wal-Mart, 65 unit assisted living project, 45,000 sf office building on Northeastern Boulevard, and subdivisions on Bluff Street (13 lots) and Kelly Road (23 lots).

**Conservation Commission:** Coordinated 13 meetings with 19 agenda items. Large projects included re-designation of Prime Wetland #17 for Stiles Road extension and numerous requests to fill wetlands for various purposes.

**Community Profile Project:** Coordinated volunteer Steering Committee making arrangements for 1 ½ day public forum on planning issues sponsored by Planning Board, held January 28 and 29 at Woodbury High School.

**Senior Center Grant:** Coordinated submission of grant applications seeking \$1 million to build new Senior Center on Town-owned land behind Town Offices.

**Zoning Amendments:** Worked with Planning Board to prepare 11 amendments to zoning ordinance, including revisions to Sign Ordinance, rezoning on Main Street, definition of building height, and allowance of in-law apartments in Recreational District.

**Economic Development:** Served on Board of Directors of Rockingham Economic

Development Corporation, which offers various services to support economic development in Salem and other communities in Rockingham County.

**Road Improvements:** Worked with various Planning Board applicants to get road improvement projects underway, including widening of Willow Street, Cluff Road, North Broadway and Rt. 111 (some work pending), No. Policy, and traffic signal improvements at Geremonty Dr./Main Street. Collected over \$50,000 in road impact fees for Pelham Road and Rt. 28 road corridors. Worked with traffic consultant on North Broadway Corridor Study (completed) and North/South Policy Corridor Study (pending). Worked with NH Department of Transportation on Depot road improvement project. Applied for and received \$39,000 grant to link traffic signals on southern portion of Rt. 28 to improve traffic congestion. Applied for \$66,000 grant to link traffic signals on Pelham Road.

**Town Forest:** Worked with Conservation Commission and consultants to arrange creation of 6,000 square foot wetland mitigation area. Helped volunteers Bob and Linda Harvey with preparation and distribution of new trail map.

**Conservation Land:** Worked with Conservation Commission and Board of Selectmen to accept donations of conservation land off Rt. 111 (54 acres) and off Pelham Rd. (52 acres). Help Rockingham Planning Commission prepare map of all conservation land and easements.

**Tax Base Study:** Worked with a consultant hired to analyze Salem's tax base and develop a computerized model for fiscal impact planning.

**Code Enforcement:** Investigated numerous complaints and inspected sites for compliance with approved plans.

**Other:** Collected almost \$300,000 in new school impact fees. Assisted the Town Attorney



on Wickson, LaMontagne, and Lamplighter Lane LLC lawsuits. Conducted numerous inspections of Village Shops, Icenter and Target projects. Prepared project descriptions for Capital Improvement Plan.

As Salem celebrates its 250<sup>th</sup> Anniversary, we urge citizens to participate in planning for the Town's future by reading the Town's Master Plan and Land Use Controls book, attending meetings or watching them on Cable Channel 17, volunteering for subcommittees or Board

openings, writing letters or visiting the Planning Office. Citizens may also learn more by visiting the Town's Internet Web page at:  
[www.ci.salem.nh.us](http://www.ci.salem.nh.us)

We look forward with great anticipation to the opportunities of the 21<sup>st</sup> century.

Respectfully submitted,

Ross A. Moldoff, Planning Director



## ELDER SERVICES



Sally Sweet

The Salem Senior Center serves as a drop in center for the community senior citizens. It is open Monday through Friday from 9:00 a.m. to 5:00 p.m. For a donation a noon meal is available and furnished by the Rockingham County Nutrition Program.

Coffee and snacks are served free of charge to the assembly.

The seniors socialize and participate in various activities. These activities include: Line Dancing, Square Dancing, Bid Whist, Bridge, Scat, Cribbage, 45's, Beano, Painting, Ceramics, Weight Loss Program, Tai'Chi, Easy Tone Machines, Aerobics, Arts & Crafts, Knitting & Crocheting, Scrabble, and the Salem Choral Group. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

Upon advanced request, a handicapped accessible van brings seniors to the Center, grocery shopping, to medical appointments in Salem and returns them home.

The 25<sup>th</sup> Annual Health and Information Fair was held at the Woodbury Middle School. Screening and information tables were available and flu shots given free of charge to Salem Seniors and residents in the "High Risk Group".

By request photo identification cards are

furnished to Salem Residents 60 years of age or older. The Vial of Life

*"Without the commitment and dedication of the elderly volunteers, the many projects and activities could not have been accomplished."*

*Elder Services Coordinator  
Sally Sweet*

Program consists of a vial in which is placed a statistical paper containing pertinent medical information, hospital preference, next of kin to be notified in case of emergency, etc. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

Seniors volunteer at Salem Schools, Town Office, Police Station, Nursing Homes, Churches, area Hospitals and the Center. The Salem Council on Aging meet six times a year on the third Thursday at 5:00 p.m.; the Rebekahs meet on the first and third Mondays at 7:00 p.m. All meetings are held at the Center.

Sight Services for Independent Living commenced meeting at the Center the 4<sup>th</sup> Wednesday every 2 months. This group provides support, information and resources to NH residents, age 55 and over who are visually impaired.

The Senior Column is published weekly in the Salem Observer, Manchester Union Leader, Silver Sentinel, Forever Young Magazine, and Lawrence Eagle Tribune. The "Town Crier" is a newsletter published from the Center and mailed every two months to Salem Seniors. Town Departments and individuals are invited to submit articles of interest.

Presentations were held on the following subjects: "Telemarketing Fraud", by Crime Prevention Officer Jeanine Aly and Detective Roger Beaudet; "Understanding Cremation", by Cremation Society of NH; Hearing Screening, by Dona McGovern, Northeast Rehab Health Network Audiology Dept.

Residents who live alone are invited to join the "Good Morning" program which serves as a daily check on their well being. The Living Will application is available. There is assistance with Medicare, medical and income

tax forms, general problems, referrals and disbursement of information (both specific and general). Free Notary Public services and income tax preparation are provided. The Town pays the Holy Family Hospital to supervise a blood pressure and blood sugar clinic on the third Tuesday of each month at 12 noon; blood pressure/blood sugar is taken every other month at 11 am on the same day.

AARP's "55 Alive" Mature Driving class was held here this year.

The local V.F.W. held a special Valentine and Halloween dance. The Derry/Salem Elks cooked and served Thanksgiving Day dinner at their lodge on Rt. 111, local residents volunteered to deliver to the homebound. The Salem High School Student Council sponsored the Senior Citizen "Young at Heart Ball" in April. The Salem Firefighters hosted a spaghetti dinner in December. The Annual Christmas Party was also held in December. Some of our line dancers attended an Adult 50's Dance at the Derry/Salem Elks compliments of the Salem Teen Social Center.

Presentations of trips and travel plans for the year are given by professional tour groups. Overnight, day and week long excursions are offered. Christmas Fund activities are coordinated from the Center.

The Salem Senior Choral Group entertains residents of local retirement and nursing homes, and is well received wherever they go. The group also performs to raise money for the benefit of the Greater Salem Caregivers.

Stanley Bartula, a regular at the Center, was the State of NH recipient of the KFC's Colonel's Way Award in the Community Service Category. He received a certificate and various prizes.

Stanley Bartula and Mildred Tilton were Salem's oldest residents in Salem's 250<sup>th</sup> Anniversary Souvenir Booklet.

Respectfully submitted,

Sally Sweet, Elder Services Coordinator

## FINANCE DEPARTMENT



Jeffrey Towne

The Finance Department had several significant events take place this past year. First and foremost, Mrs. Frances Bernard resigned as Finance Director and moved, with her husband, to Florida just after the annual Town Meeting. Mrs.

Bernard served the Town of Salem exceptionally well for over eleven years. I am fortunate to follow someone who was so attentive to detail and concerned for the financial welfare of the Town of Salem. I had known Mrs. Bernard through the New Hampshire Government Finance Officers Association of which we were both members. She was a wealth of information and an excellent Finance Director. I wish Mrs. Bernard well in her new endeavors.

From the time Mrs. Bernard left until my arrival in May 1999, Mrs. Linda Casey, Accounting and Budget Manager, was appointed acting Finance Director. Mrs. Casey handled all the day-to-day operations of the department. I wish to take this opportunity to publicly thank her for a job well done. Thank you Linda!

The Finance Department has several primary functions including budget preparation and monitoring, accounting, investment of Town funds, purchasing of all goods and services, processing payroll, water and sewer billing and more. This year the Finance Department was also involved in the following major tasks: Capital Improvements Program, closing of a retirement fund for Town employees, the Lakes Area Infrastructure Plan and a Fire Department reorganization plan.

Salem's Capital Improvement Committee was formed during the early summer months to update the Town's capital improvement program. The Finance Department organized and attended all the meetings to assist in the development of a comprehensive six-year capital improvement program that addresses capital equipment needs and land and building opportunities that the Committee finds as essential to the efficient and proper functioning of the Town. The capital improvement program is available at the Town Hall if anyone is interested in reviewing the plan.

The Lakes Area Infrastructure Plan is a \$50,000,000+ program of improving existing and creating additional water and sewer infrastructure. In cooperation with a Selectmen's appointed committee, other Town Staff and the Town's contracted engineering company, the Finance Department created a financial analysis model to address the revenue, expense (construction, engineering, traffic control, etc.) and debt structuring that would be required to present the information to the public for consideration. In creating the financial analysis model, the geographic information system (GIS), the assessing software and the water and sewer software were integrated by the Information Services Department utilizing information from the outside engineering company to determine how many potential and existing service connections were available to fund the project. Other applications of GIS have been utilized in preparation of this plan as well.

The Lakes Area Infrastructure Plan was presented throughout the Town at various meetings during the latter portion of the year in order for the Board of Selectmen to receive citizen input regarding the Plan. Based upon the input received, the Board of Selectmen decided to extend the Plan's analysis into the year 2000. We are actively continuing the planning and

analysis in order to present a complete and comprehensive Plan for additional public input and evaluation throughout 2000. The Town anticipates this plan being voted upon at the 2001 Annual Town Meeting.

In cooperation with the Information Services Department, the Finance Department has converted almost all pre-printed forms to laser forms. The benefits of the change are forms that cost less, look better and print faster. We improved security and also reduced labor efforts as well.

During 1999, in cooperation with the Budget Committee,

the Board of Selectmen was able to cut expenses while raising revenues in other areas besides taxes. The original tax rate

estimation that was

approved by

the voters at the 1999 Annual Town Meeting was \$19.02 for the Town portion of the 1999 tax rate. The actual tax rate as set by the Department of Revenue Administration for 1999 was \$17.87, a difference of \$1.15 per thousand dollars assessed valuation. That's correct – a reduction in the Town portion of the tax rate. The overall Town, School, State and County tax rate was reduced in 1999 by \$1.97 per thousand dollars assessed valuation from the 1998 rate.

As President of the New Hampshire Government Finance Officers Association

*"This has been a very productive year for the Finance Department. I wish to thank all the Finance Department employees for their dedicated service to the employees, residents and businesses of the Town of Salem. Without their assistance the Finance Department would not function."*

*Finance Director Jeff Towne*

(NHGFOA), I was involved in the debates/discussions over how the State provided the funding for an "adequate education". One of the important results of the NHGFOA's involvement in this process was the payment received from the State to the Town of Salem for our administration of the State Education Tax. The Town of Salem received the third highest amount of reimbursement (\$111,343) which was based upon Salem's equalized assessed valuation. This funding from the State was for reimbursement of administrative costs such as programming changes, collection of the tax through our tax billing system, etc. The Board of Selectmen authorized the utilization of this funding to reduce the tax rate in 1999.

The NHGFOA was also responsible for making sure that State Education Funding passed through our tax billing system. If these funds were collected by the State entirely then Salem (and other communities) would have lost a great deal of interest income which would have had the net result of raising the tax rate by approximately \$.25 per thousand dollars assessed valuation. Where the future of the State's battle over adequate education funding will end up in 2000 and beyond no one knows at this point in time. I will continue to keep the Board of Selectmen, Budget Committee and the citizens of Salem well informed, as information becomes available.

This has been a very productive year for the Finance Department. I wish to thank all the Finance Department employees for their dedicated service to the employees, residents and businesses of the Town of Salem. Without their assistance the Finance Department would not function.

Respectfully submitted,

Jeffrey Towne, Finance Director



## FIRE DEPARTMENT



John Nadeau

1999 marks our sixth consecutive year with zero fire deaths.

Once again, we completed the year under budget, with numerous operating and capital projects implemented.

During 1999, we procured a new 105' Aerial Ladder Quint and sold the 1984 Sutphen Tower. We

also completed several upgrades to our radio communications system.

Twelve person on duty staffing levels were maintained throughout the year. A total of 3,758 Emergency Incidents were managed successfully, an 8% increase over 1998. During 1999, a comprehensive evaluation of our 1997 reorganization was undertaken. Strengths and weaknesses in our organizational design were identified and are undergoing additional study with the goal of seeking continuous improvement in our operations, maximizing our efficiency and productivity.

Significant events during 1999 included a mass casualty incident involving two school buses. Some 50 patients were triaged and treated, many requiring transport, and all were assisted in less than one hour. This event signifies the professionalism of our department members, our incident command and control system and our positive relationships with mutual aid departments

Our advanced life support delivery system continued to prosper with ongoing certification training, continuous quality improvement review sessions and recognition from New Hampshire Technical College as their "Paramedic Service of the Year" award recipient.

On the Emergency Management front, Salem Fire was a key player in the Town's preparations for the Y2K changeover. All of

our systems were reviewed, advanced corrections were made and services continued

*"I take this opportunity to thank the members of Salem Fire Rescue for their continuing dedication, competence and commitment to the Town."*

*Fire Chief John Nadeau*

without disruption. We also provided leadership with safety and logistics for Salem's First Celebration.

In 1999, Salem was selected as FEMA's Region One Project Impact Star Community, recognizing our work in dealing with Flooding Mitigation. Working closely with the Community Development Department, over \$1.2 Million in Grants were awarded to Salem. This included the following:

|   |                |
|---|----------------|
| • Community Development Block Grant             | \$ 450,000     |
| • Hazard Mitigation Planning Grant              | \$ 333,000     |
| • Flood Mitigation Assistance Program Grant     | \$ 132,720     |
| • Project Impact Grant                          | \$ 267,000     |
| • New England Status Emergency Commission Grant | \$ 11,000      |
| • Flood Mitigation Planning Grant               | \$ 5,000       |
| • Y2K Planning Grant                            | \$ 1,800       |
| Total Grants                                    | \$1,200,520.00 |



I take this opportunity to thank the members of Salem Fire Rescue for their continuing dedication, competence and commitment to the Town.

This report is concluded with a statistical breakdown of our Fire Suppression, Fire Prevention, and Emergency Medical Service

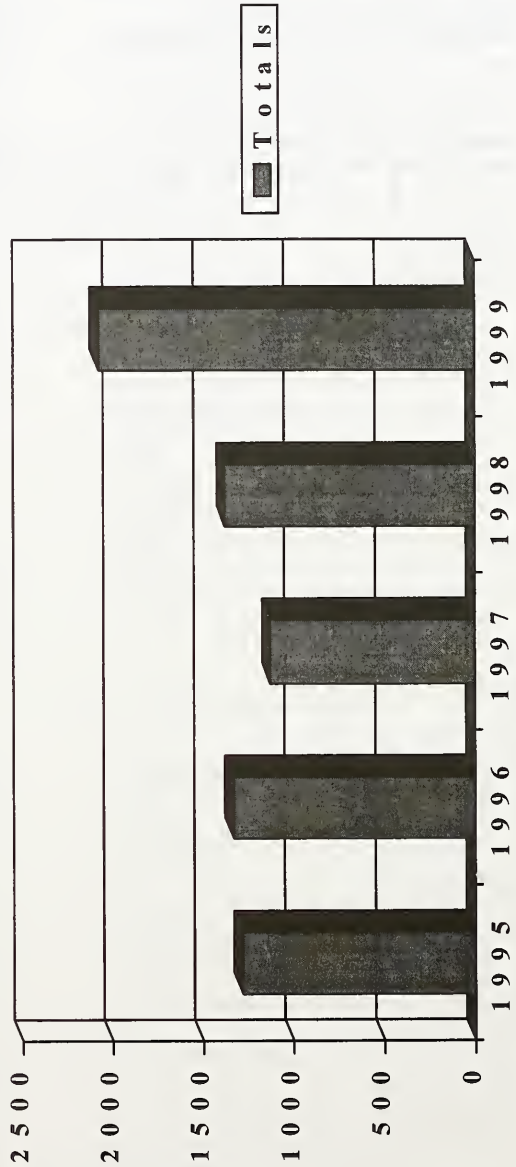
deliveries for 1999 and report of the Southeastern NH Hazardous Materials Mutual Aid District.

Respectfully Submitted,

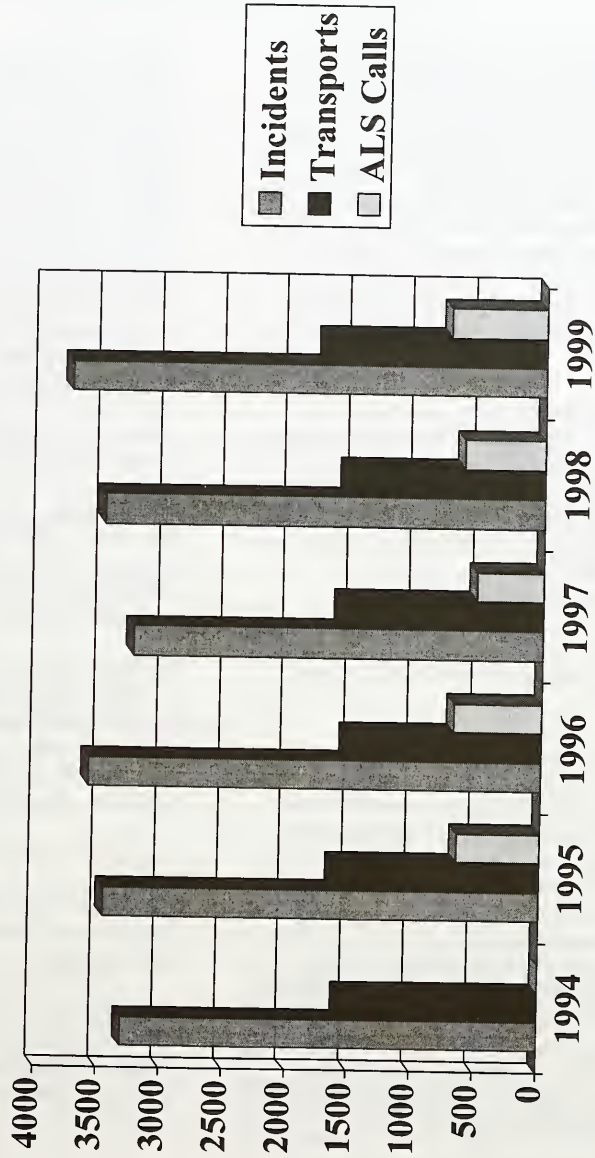
John R. Nadeau, Fire Chief/Emergency  
Management Director

# Fire Prevention Inspection Totals

|                                 |      |                                  |     |
|---------------------------------|------|----------------------------------|-----|
| Automatic Extinguishing Systems | 24   | Building Plans                   | 138 |
| Certificate of Occupancy        | 208  | Complaint Investigations         | 52  |
| Construction Inspections        | 69   | Consultations                    | 364 |
| Fire Alarm Systems              | 83   | Fire Alarm Plan Reviews          | 66  |
| Fire Investigations             | 7    | Fire Lane Violations             | 87  |
| Flammable Liquid Installations  | 18   | LP Gas Installation              | 188 |
| Oil Burner Installation         | 174  | Place of Assembly                | 163 |
| Site Plan Review                | 106  | Sprinkler Systems                | 124 |
| Sprinkler Plan Reviews          | 99   | Underground Tank Removal         | 23  |
| Wood Stove Installations        | 27   | Day Care/Foster Care Inspections | 52  |
| 1999 Totals                     | 2072 |                                  |     |



# Salem Fire Rescue Responses 1995- 1999



## **SOUTHEASTERN NEW HAMPSHIRE HAZARDOUS MATERIALS MUTUAL AID DISTRICT**

The Southeastern New Hampshire Hazardous Materials Mutual Aid District is organized as a regional solution to the hazardous materials response problem. The purpose of the district is to prepare our communities regionally for responses to hazardous materials incidents, both with training and equipment. The 14 communities that comprise the district are: Auburn, Atkinson, Chester, Danville, Derry, East Derry, Hampstead, Hooksett, Litchfield, Londonderry, Pelham, Plaistow, Salem, and Windham.

The District is managed by an Operations Committee, consisting of a Chief Officer from each member community, who carry out the day-to-day business of the organization, and a Board of Directors, consisting of an elected or appointed member of municipal government in each member community, who provide oversight and fiscal management.

The District has now completed the processing of training and equipping the team for Level "A" response.

District resources include two response trailers, equipped with generators, oil spill and decontamination equipment, chemical reference material, protective suits, and communications equipment. The District is in the process of replacing our response truck with a pickup style towing vehicle and a large response trailer equipped as a dressing area for the team, a research area, a communications area, and equipment storage. The District trailers and truck are strategically located to respond to any community requesting them. An EMS Mass Casualty trailer located in Londonderry is available for response to medical incidents with a large number of patients.

The District's Level "A" Hazmat team,

comprised of fire personnel from member communities, has responded to many incidents and received praise from regulatory agencies on the professionalism of its operation. The team trains monthly, and is on-call to respond to member communities, to conduct research, advise the incident commander on control activities and safety, and fill incident command system staff positions. They also assist member communities with planning, since the District has been recognized as a regional Local Emergency Planning Committee, to comply with SARA Title II of the federal regulations governing hazardous materials. This allows the District to be eligible for Emergency Management Assistance funding.

The District has received a \$12,000 planning grant from the New Hampshire Office of Emergency Management as a result of which a web page is being designed for public access to hazardous materials information.

Our Board of Directors has also authorized us to conclude mutual agreements with other regional hazmat response organizations. The District continues to make progress in providing the most cost-effective manner of responding to a hazardous materials incident.

Respectfully submitted,

For the Board of Directors,  
Richard Plante, Londonderry Town Manager  
Chairman, Board of Directors

For the Operations Committee  
Chief Alan J. Sypek  
Londonderry Fire Department  
Chairman, Operations Committee

## HUMAN RESOURCES DEPARTMENT



Mary Donovan

It is the end of 1999, and Human Resources is proud to report in our last report of the century that this year was a busy and successful one for the department. On a daily basis, Human Resources oversees the recruitment and retention of

employees. We began our recruitment efforts

with a change in leadership with the resignation of Town Manager Daly. James Turse served as Town Manager for seven (7) months while a search was underway for a permanent appointment. Having served as the longest tenured Town Administrator in Burlington, MA, David Owen assumed the position of Town Manager in November. His accomplishments are outstanding. We look forward to his leadership and mentoring.

Additional management appointments were made and are as follows:

|   |                 |
|---|-----------------|
| ◆ <b>Finance Director:</b>                | Jeffrey Towne   |
| ◆ <b>Public Works Director:</b>           | Rodney Bartlett |
| ◆ <b>Public Works Operations Manager:</b> | Richard Russell |

Also, the department coordinated the processing of:

- ◆ **New Hires**
  - ▶ Full-Time: 8
  - ▶ Part-Time: 4
  - ▶ Summer Recreation Programs: 20
  - ▶ Summer/Winter Public Works Programs: 15
- ◆ **Resignations:** 12
- ◆ **Retirements:** 1
- ◆ **Transfers:** 12

### *Workers' Compensation Loss Prevention Management*

Human Resources worked closely with the Comp Funds carrier to monitor injury claims. Each claim is reviewed and discussed with Comp Funds representatives. Where appropriate, IME (independent medical evaluations) were ordered. Claims liability financial exposure has been reduced by nearly 50% since 1996.

### *Grievance/Arbitration*

The Human Resources Department processed, reviewed, and scheduled arbitrations and counseled management in over 50 grievances, discipline, unfair labor practices, and arbitration cases.

In addition to routine personnel matters, Human Resources coordinated the liquidation of the IDS/American Express Retirement Plan. Assets



of the plan were liquidated in order to comply with state and federal laws and employees were counseled regarding their investments. This effort required significant hours of time and commitment to make employees whole and comply with legal filing requirements.

*"Human Resources is committed to meeting the needs of the Town's employees by delivering high quality HR services"*

*Human Resources Manager  
Mary Donovan*

Human Resources is committed to meeting the needs of the Town's employees by delivering high quality HR services. We encourage employees to personally contact our office for valuable information on benefits, insurance, investments, employee assistance programs, and any other issues regarding conditions of employment. We believe that by assisting with information and supporting the smooth operation of the departments, employees performance will be optimum and their employment experience will be a rewarding.

*~ FAREWELL TO FRAN ~*

Finance Director Fran Bernard's resignation was bittersweet. The Town wished Fran a happy and healthy future as she relocated to Florida. Town employees said good-bye to a loyal, dedicated, competent professional. Fran was a valuable resource, efficient financial overseer and a level-headed thinker. Her experience, knowledge of "past practice" and patience brought her respect. Fran was held in high regard by management, employees, and community members who had the good fortune to work with her. Her quiet modesty was always accompanied by the gentle humor and those moments of big laughs.... Fran, we miss you!

Respectfully submitted,

Mary E. Donovan, Human Resources Manager

## HUMAN SERVICES DEPARTMENT



Bob Loranger

"Civilization can also be defined by how we as a community care for our poor and less fortunate."

The Town Human Services Department provides emergency and temporary assistance for Salem residents as defined by State Statute RSA 165. Eligibility is

based on need, and is determined, each time a formal request for assistance is made through an application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendors for such basic needs as food, fuel for heat, utilities, shelter, prescriptions and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible.

Liens, according to State Law, are placed on properties and future settlements of those assisted. In 1999 the Town was reimbursed over \$54,000 for past assistance provided.

*"Civilization can also be defined by how we as a community care for our poor and less fortunate."*

*Administrator Bob Loranger*

The Town in 1999 assisted 175 families and over 425 residents. The budgetary cost for General Assistance in 1999 was \$102,000. The largest percentage of families were assisted with housing and food. Low housing vacancies with escalating rents have affected many low income households, especially those working at the lower end of the wage scale.

Respectfully submitted,

Robert P. Loranger, Human Services  
Administrator

### TOWN FUNDED HUMAN SERVICES

"Frugally expanding needed resources at the local level"

The Town funded the following human services to help serve Salem residents in 1999:

#### Home Health Care/Clinics.

\$35,000 was allocated in Town funding in 1999 for home health care and clinics. The Town contracted with three agencies to provide health care and health care related services. The Northeast Rehabilitation Hospital located in Salem provides skilled home visits to Salem's frail and elderly residents who do not have the necessary income for these services. The Town of Salem contracts with the Holy Family Hospital to provide community health clinics for Salem's seniors and Salem's children. Holy Family Hospital provides blood pressure readings on a monthly basis at the Salem Senior Center and glucose screening every other month at the Salem Senior Center. Holy Family also provides flu immunizations for Salem's elderly and immunizations for children of Salem's low income households. The Salem Success By Six/Family Resource Center provides home visiting nurses and child development services to young mothers and mothers of newborns; parenting workshops, parenting libraries, and babysitting training and network. The Parenting Resource Center is located at the Fisk School, telephone #898-5493.

#### Greater Salem Caregivers.

The Greater Salem Caregivers were allocated \$15,000 by the Town in 1999. Caregivers provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other

"special needs." Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1999 Caregivers served 481 Salem residents, over 80 more than last year, with 3,211 units of service, primarily for transportation to medical appointments. Caregivers has increased the number of miles driven to transport Salem clients and increased the number of seniors visited by volunteers.

#### **A Safe Place/Rape and Assault Center.**

These two agencies together were allocated a total of \$4,000 by the Town in 1999. The two agencies coordinated services to provide direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. One hundred and ninety-two (192) individuals were assisted in 1999. Four Salem residents received a total of 126 nights of shelter. A total of 1109 units of service were provided. A Safe Place has a drop-in center with part-time hours for the Greater Salem area. Their local telephone number is #890-6392.

#### **Retired Senior Volunteer Program (RSVP).**

RSVP was allocated \$4,000 by the Town in 1999. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 55 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1999 Salem's RSVP volunteers contributed 24,600 hours to 35 nonprofit agencies, such as the Salem Boys & Girls Club, Salemhaven Nursing Home, Millville Arms Association, Salem Senior Nutrition, Greater Salem Caregivers, Greater Salem Chamber of Commerce, Salem Fire Department, Salem Police Department, Salem Senior Center and Choral Group, Salem

Knitters, Salem Historical Museum, Silverthorne Adult Day Care, and Telfer Circle Senior Bingo and Crafts.

#### **Big Brothers/Big Sisters Program.**

The Big Brothers/Big Sisters was allocated \$14,500 by the Town funding in 1999. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1999 there were 33 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

#### **Rockingham County Community Action Program (RCCAP).**

RCCAP was allocated \$15,724 in 1999. RCCAP's mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided 198 residents with fuel assistance last year for a value of \$86,247. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of services to Salem residents was \$477,337 in 1999.

"Many a day I would not eat if it were not for Meals on Wheels."

#### **Rockingham Nutrition Meals on Wheels.**

Rockingham Nutrition Meals on Wheels was allocated \$8,505 in 1999 by the Town of Salem. The Nutrition Program provides hot noon lunches at the Salem Senior Center on Lawrence Road, five days a week and delivers noon meals to those residents who are homebound. Last year the Nutrition Program provided meals to 282 Salem residents. Provisions are provided for two meals a day if needed. A grand total of 23,703 meals were provided from the Salem site. The Nutrition Program telephone number is #893-2137.

**Rockingham VNA and Hospice**

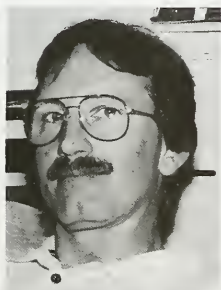
The Town allocated \$8,500 toward the Hospice Program in 1999. The agency provided Hospice care to seven (7) Salem residents (and families) who were terminally ill last year. The Town's allocation helps support volunteer services and bereavement groups.

**Community Health Services, Inc.**

Community Health Services, Inc., was allocated \$10,000 in 1999 from the Town. The agencies'

mission is to provide comprehensive health care including primary care physicians, specialists, mental health services, pharmaceutical medications and hospital care at low cost to Salem's low income residents who work, are without health care insurance, are not eligible for federal health care programs, and cannot afford health insurance. The value of services to 145 Salem residents served in 1999 was over \$126,000, representing a 58% increase in enrollment.

## INFORMATION SERVICES DEPARTMENT



John Bernard

Salem's Information Services Department is charged with providing technology related services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department, the Water Treatment Plant and the Senior

Center. These services include the procurement of computer hardware, software, supplies, and training tools.

They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support for the Town's computer users.

*"I also want to thank a long list of very dedicated town employees for their support over the last fifteen years. I have thoroughly enjoyed my employment with the Town during that time."*

*Information Services Manager  
John Bernard*

tremendous amounts of additional money to prepare for Y2K, we used our existing I.S. staff to meet Y2K demands. Unfortunately, the price to pay for that was very little forward progress towards other projects. We were able to continue the modernization effort of the PC inventory. We continued the push towards moving our major forms to laser printing where we can take advantage of bar coding discounts and more flexibility in forms design. The latest example of that is the Utility Bills. Several GIS projects moved forward. Street maps for the Fire Department to carry in their vehicles were produced in book form. Fire hydrants were mapped out. GIS was distributed to the desktop via intranet software.

The mission of the Information Services Department is to maximize productivity and efficiency through automation. In that regard, I want to sincerely thank my partners, Karen Landry and Zheng Zhou, for doing their part towards the achievement of that goal. In this, my last town report, I want to also thank past and present administrations for supporting technology advancements. I also want to thank a long list of very dedicated town employees for their support over the last fifteen years. I have thoroughly enjoyed my employment with the Town during that time.

Respectfully submitted,

John A. Bernard, Information Services Manager

1999 was mostly dedicated to Y2K preparations. While many companies were spending



## POLICE DEPARTMENT



Stephen Mac Kinnon

1999 marks the first full year of operation of our re-organized agency. We now have a smaller unit structure, each unit being overseen by a civilian or sworn supervisor. The units consist of the three Patrol Shifts, Investigations,

Community Services, Communications, Records and Prosecution. This report provides an overview of each unit and the activity they experienced this past year.

### Communications

This unit has a Dispatch Supervisor and 11 dispatchers (7 FT, 4 PT). Their responsibilities go beyond answering the phones and dispatching calls. This unit has become highly technical with dispatchers having three computer keyboards and a number of screens in front of them to input and interpret data with. Dispatchers are the first point of service for all calls from the public. In 1999 they handled 31,675 calls for service, an increase of 4.3%.

### Prosecution

We have a full time attorney on staff to handle all legal matters at the District Court level. She is supported by a Case Manager and a secretary to carry out a 1999 monthly average case load of 332 court cases. A police officer works out of this Unit to serve the volumes of legal paperwork such as subpoenas, restraining orders, and court petitions. In any typical month in 1999 you would see us handling on average 33 felonies, 157 misdemeanors and 47 criminal violations. On average 68 of these cases end up in default when the defendant fails to show up. Of the cases that are prosecuted we had a 95.7% conviction rate.

The Prosecutor works closely with the Community Services Unit in handling criminal matters involving juveniles. Part of the work with these two units is to attempt to divert juveniles away from the court system unless absolutely necessary.

### Community Services Unit

This unit is supervised by a Police Lieutenant and consists of a Detective assigned to juvenile investigations, a Safety Officer, officers assigned to Woodbury School and the High School, and a civilian Youth Liaison Officer. In 1999 we added a Crime Prevention Officer. All members of this unit work closely with social service agencies, the courts, the schools system, and various community groups with a large emphasis being on juvenile matters.

In 1999 540 juveniles cases were handled by this unit. Among the disposition of these cases included 9 custodial arrests, 24 CHINS (Child in Need of Services) petitions filed, 164 juvenile petitions, and 111 pre-court diversions. We actively seek to divert juveniles from court and use such methods as individual and group counseling, community service, and courses in anger management, smoking cessation, substance abuse awareness, and shoplifting.

We hope to use 2000 to expand our services to the community with particular focus on senior citizens, and business and residential security issues.

### Investigations Unit

Major investigations are coordinated through this unit with a Detective Lieutenant and Detective Sergeant supervising 7 detectives and a clerk. This unit typically handles the higher level crimes requiring more in-depth attention than Patrol can offer. In 1999 this unit handled 333 major investigations including 38 burglaries, 44 sexual assaults, 14 assaults, and 36 narcotics investigations. During 1999 detectives cleared 153 cases.



The Investigations Unit has other responsibilities including oversight of Pawn Shops, issuing 266 pistol permits following application review, handling thousands of pieces of property and evidence, and avoiding court proceedings in bad check cases by collecting over \$49,000.00 for citizens and businesses.

### Records Unit

Records handles all paper and computer generated reports for the agency. A Records Supervisor and 5 clerks (2 FT, 3 PT) responded to public requests for police reports, entered more than 13,400 pawn slips, made data entries for all police investigations and arrests, and maintained the payroll and all file systems within the agency. This volume of work generated by police officers creates a continuous backlog of in excess of 6-8 weeks for the Records Unit to manage.

*"I wish to thank the men and women of the Salem Police Department for their continued commitment to delivering services to the community. They continually prove why we are thought of as one of the best agencies in the state."*

*Police Chief Stephen Mac Kinnon*

### Patrol

Patrol operations is divided into three shifts each overseen by a Shift Commander, two sergeants and anywhere has from 5 to 8 officers on the road depending on scheduling. In addition to regular patrols, officers assigned to the P.O.P. Teams (Problem Oriented Policing) and the Bike Patrol can be seen on the streets.

Among some of the activity this unit generated includes investigating 902 motor vehicle accidents (7.7%+), 178 DWI arrests (4%+), and 11,072 summons and warnings issued (19.9%+).

### General Observations

Salem's crime rate is based on tabulating all reported Part I crimes (major crime categories). This year we saw a decrease of 17%. All crime categories decreased with the exception of robbery (13%+), assault (48%+), and burglary (18.2%+).

In 1999 we attached a house trailer to the building to expand our cramped floor space. This area will be used for long term storage and to replace office and interview areas that were given up for other purposes. The biggest problem that continues to affect police operations is the lack of space. We are hopeful the citizens will support the first step towards remedying this by allowing professionals to provide the town with a design concept for a new Public Safety Complex being proposed on the Town Warrant.

I wish to thank the men and women of the Salem Police Department for their continued commitment to delivering services to the community. They continually prove why we are thought of as one of the best agencies in the state. I would encourage the public to call us should you have suggestions on how we can improve the way we provide those services.

Respectfully submitted,

Stephen Mac Kinnon, Chief of Police

## PUBLIC WORKS DEPARTMENT



Rodney Bartlett

### Highway

The year was again a relatively quiet year for snow and ice removal teams at Public Works, with less than a half dozen town wide operations for the entire year. We continue to see more mixed weather

events in the winter season with ice, sleet and freezing rain becoming commonplace. Our employees, augmented by private contractors, cover 15 salt and sand routes and 29 plow routes that service more than 350 lane miles of roadway.

Overall, the year 1999 was one of the driest years on record. This resulted in 3 incidents where the high demand alarm activated at the water towers. Our dry weather resulted in mandatory water restrictions for most of the spring and summer in an effort to conserve water.

All annual roadway maintenance program continued again this year which included painting for traffic markings, infrared pavement repair, crack seal pavement repair, street sweeping, catchbasin repairs and cleaning, roadside shoulder and ditch work, grading of gravel roads. The Department also paved portions of Car Mar Lane, Cross Street, Arlington Shore Drive, Cortland Drive, Route 28, Eaton Street, N Main Street, High School parking lot, Pond Street, Cornwell Court, Duston Road, Barron Avenue, Galway Lane, S Policy Street and Hampstead Road.

Several drainage improvements included Taylor Reservoir Dam repairs, culvert installation near 458 S Broadway, drainage work along S Policy, drainage line at Cole Street and Garrison Road,

Cove Road catch basin repairs, rip rap installation along N Main Street, drainage culvert on Lawrence Road, drainage culvert on Eaton Street, drainage work on Bagnell & Barron Avenues, drainage installation on Clark Avenue, drainage work on West Street, adding a catch basin on Lake Street as well as repairing numerous catch basins to increase efficiency of the Town's drainage system.

Public Works continued its landscaping efforts as part of the Town-wide Beautification Plan with the installation of several park benches along Geremonty Drive and the Common, brick walkway at the Common and landscaping/maintenance of Linwood Park, Michele Park, Museum, Hose House, Town Common, Town Hall, Court House, and Hedgehog Park.

*"The Public Works Department will continue to strive to provide effective and efficient programs in cooperation with all Town Departments."*

*Public Works Director Rodney Bartlett*

This department also provides maintenance and janitorial services to the Courthouse on a regular basis as well as vacation and sick coverage for the Animal Control Office on as needed basis.

Parks & Properties had a busy year with 101 burials and 21 cremations. This department continues to sell cemetery lots on an as needed basis to Salem residents only.

Our Solid Waste Personnel oversee and operate the facilities on Shannon Road handling household waste. The Town entered into an agreement with LL&S to allow residents to bring demolition to their site or the Transfer Station, as the construction and demolition landfill closed in May 1999.

Maintenance of our vehicle fleet is a continuous effort, which includes inspections and repairs on more than 76 pieces of equipment plus small engine pieces such as lawnmowers and chainsaws. The Public Works Department will continue to strive to provide effective and efficient programs in cooperation with all Town Departments. I would like to thank everyone in the Public Works Department for a job well done in 1999 and look forward to the new millennium.

Respectfully submitted,

Rodney A. Bartlett, Public Works Director

## UTILITIES DIVISION

### Water

Water supply issues came to the forefront once again with the driest weather the town has experienced since 1995.

April proved to be one of the driest ever recorded for this area with precipitation measuring only 1.31 inches, almost 3 inches below normal. The hot, dry weather continued for much of the Northeast through the Summer, making lake and reservoir levels drop throughout the Northeast. Salem was no exception. Arlington Pond remained two feet below full throughout the summer and did not rebound until much need rain arrived in September. Canobie Lake dropped to four feet below its' capacity and only started refilling well into the Autumn. The Board of Selectmen enacted outside watering restrictions utilizing an odd-even side of the street system. These restrictions remained in effect into September.

Improvements to the water system completed this year include the installation of 16 and 12 inch altitude valves at the Howard Street and Lawrence Road water towers. These valves automatically close either by an electronic signal or through hydraulic input when the tank is full and then open when the distribution system pressure drops below a preset level. This enables

these two tanks to close while the new Spicket Hill Tank fills, increasing water pressure throughout the distribution system. This installation and engineering of these valves was done in house and went off very well. I would like to thank all of the individuals involved with this project whose many skills allowed this project to progress to its successful completion.

Inspections of the new water service installations and metering for the Canobie Lake Phase 1 project kept the Division busy all Summer long. The close proximity of the residences in this area made makes the installation of utilities difficult and numerous issues needed to be addressed.

A Consumer Confidence Report regarding Salem's drinking water quality was sent out to all customers in August. The report is mandated by the E.P.A. and will be mailed on an annual basis. This report shows consumers any contaminants detected in their drinking water. Our report shows that we are again in 100% compliance with the federal Safe Drinking Water Act. Salem's drinking water meets all federal and state regulations.

### Daily operation at the Canobie Lake Water Treatment Facility

Total water pumped through the facility totaled over 871 million gallons which beat our previous high from 1998 by more than 26 million gallons.

Total water pumped from Canobie lake was 502,386,861 gallons. Total water pumped from Arlington Pond was 367,669,699 gallons. The hot, dry Summer brought a soaring demand for water with several days in June showing a demand for over 4 million gallons of water with a peak day of over 4.8 million gallons.

As always, water filtered at the facility is being monitored by instruments on a continuous basis. In addition, operators perform laboratory analysis on processed water 3 times per day. Filtered water in the distribution system is tested on a biweekly basis for coliform bacteria as well as chlorine residual. No coliform bacteria was

detected in 1999. Part four of mandated Lead and Copper testing took place in September of 1999. These tests showed that we have remained in compliance and have achieved a further reduction in lead and copper.

#### Summary of Construction Oversee, Assist or Inspection Projects

1. Canobie Lake Phase 1 water system inspections.
2. Implemented Private Fire Hydrant Inspection Program for 150 private fire hydrants.
3. Arlington Shore Drive/Aulson Road - water main extension.
4. Meredith Road Subdivision, off of Kelly Road - water main extension.
5. Silver Farms Subdivision, off of Salem Street - water main extension.
6. Cashmir Road off of Bluff Street - water main extension.
7. Marianna Road Extension. - water main extension.
8. Lowell Road - water main extension.
9. Marianna Road/Dyson Drive - water main extension
10. Veronica Avenue - water main replacement.
11. Clinton Street - water main replacement.

#### Repairs

1. Repaired 31 broken water mains.
2. Repaired over 16 damaged fire hydrants.
3. Repaired 6 water service lines.
4. Repaired 50 water service shut-offs.
5. Repaired 20 water main valves.

Water meter services were:

|                     |     |
|---------------------|-----|
| Calibration reading | 14  |
| Meter Updates       | 139 |
| Turn On             | 64  |
| New Meters          | 80  |
| Final Readings      | 336 |
| Re-reads            | 760 |
| Shut off/winter     | 78  |
| Freeze-ups          | 10  |
| Test/repairs        | 353 |
| High Consumption    | 25  |
| Cert. of Occupancy  | 102 |

|                         |     |
|-------------------------|-----|
| Low Consumption         | 1   |
| Construction Meters     | 5   |
| Calibrate meters        | 1   |
| Pressure Investigations | 18  |
| Well meters             | 2   |
| Lawn Meters             | 46  |
| New read outs           | 45  |
| New Service             | 102 |
| Pool Permits            | 86  |

In addition to these construction projects the daily operations of the Utilities Division includes the following responsibilities:

1. Maintain 154 miles of water lines and all water gate boxes (water shut offs).
2. Perform 1040 biannual fire hydrants checks.
3. Performed 370 annual fire hydrant maintenance and flush.
4. All residential water meters 5,755 are read quarterly and repaired when necessary.
5. All commercial water meters 796 are read monthly and repaired when necessary.
6. Inspect and test 880 cross connection devices (backflow check valves).
7. Maintain three 1.5 million gallon water towers, located on Lawrence Road, Howard Street and Spicket Hill.
8. Maintain Manor Parkway Booster Station which increases water pressure and provides fire protection in the industrial park area.
9. Maintain Route 97 and Salem Street water tie-in stations from Methuen, MA., record and monitor amounts of water purchased.
10. Responded to over 200 Dig Safe requests for marking of water lines.

#### Sewer Division

This Spring brought the continuation of the Infiltration / Inflow Study which will help pinpoint trouble areas within the sewer system that are in need of repair. The study is ongoing.

1. Maintain sewer trunk lines (56 miles).
2. Maintain sewer manholes (1,585).
3. Maintain 10 sewer lift stations located on:
  - Commercial Drive
  - Twinbrook Avenue



- Stiles Road
  - Butler Street
  - Keewaydin Drive
  - Freedom Drive
  - Copper Beech Road
  - Haigh Avenue
  - South Policy Street
  - Brookdale Road
4. Respond to more than 45 customers' calls for possible sewer back-ups.
  5. An inspection and cleaning of 8000 feet of sewer line on Granite Avenue, Muse Terrace, Main Street, Lawrence Road and Cluff Crossing Road was performed.

As in years past, I would like to thank all Utilities Division employees for their continued hard work and professionalism. The Utilities Division of the Public Works Department's role is to provide the town with safe, clean drinking water and reliable wastewater removal. We remain on call 24 hours a day to respond to pumping emergencies, water main failures, home owner water emergencies and snow removal. We continue to strive in providing excellent service to you, our customers.

Respectfully submitted,

M. Joseph Geary, Utilities Manager

## RECREATION DEPARTMENT



Julie Kamal

We hope that all of you had a great 1999. The Recreation Department enjoyed serving everyone and we had a great year of fun, games and development.

The Recreation Department offers a variety of activities

and special events for all ages. Instructional programs ranged from youth art classes, swimming lessons, tennis lessons to adult yoga, CPR courses, aerobics and Open Gym programs. Special events such as the Halloween Costume party for young children which had more than 400 in attendance and sporting activities that included a Boston Bruins game, the July 4<sup>th</sup> Celebration and the Disney on Ice event were only a few of the activities that the Recreation Department offered in 1999.

Hedgehog Park, the only Town Beach, is located on Route 38 Lowell Road. Swimming lessons will be offered again this year during

the summer of 2000. This popular summertime swim area is used daily throughout the summer months of May to August for swimming. Horseshoe pits were renovated this past year and are ready for usage.

The Linwood Avenue development received a new playground this past year with the help of Dr. Play and the Public Works Parks and Property Department. The new equipment installed in July includes a swing set, frog slide, sandbox and more.

A Facility Request form must be submitted to the Salem Recreation Department by all individuals, businesses and organizations interested in using the Town of Salem's

ballfields (including the school ballfields during the summer months) and beach facilities. This form needs to be completed

*"A special thank you to everyone who participated in our programs and special events in 1999. We would be unable to offer our extensive range of programs without your help and dedication."*

*Recreation Director Julie Kamal*



and returned to the Recreation Department two weeks prior to the requested date of the use of the facility. This permit form can be obtained from the Recreation Department. All permit applications must be completed by an adult who is 18 years old or older. Permits will be issued or denied depending on the availability of the facility being requested.

The Palmer School saw a few changes in the landscaping. Boy Scout Troop 267 volunteered their time by painting the new picket fence that was placed around the outside of the school. Also, the Town of Salem Public Works Department installed a walkway from the parking lot to the front door to help eliminate participants from walking in the mud to get into the school. The parents are very appreciative to everyone for their help. The Director of the Palmer School program moved on to run her own day care center in Methuen but the Recreation Department is fortunate to hire co-director Dawn Kulesz. We would like to thank her for doing a great job at the school and wish her continued luck.

The Recreation Department and the Field of Dreams, Inc. are continuing their partnership. The Recreation Department will continue scheduling all activities for the Field of Dreams, Inc. except for the concerts. Any organizations, businesses and individuals who would like to

schedule an activity at the Field of Dreams must contact us at 890-2140.

If you have a skill or hobby that you would like to share with us or you would like to share an idea for a new program or ways to improve an existing program, please stop in the Recreation Department or call us since we would be happy to hear from you.

In conclusion, I would like to thank all the Recreation Department's employees: the Palmer School staff, playground staff, special need coaches, Jeanine Bannon, Recreation Secretary and the Park and Property Department as well as the Public Works Department.

A special thank you to everyone who participated in our programs and special events in 1999. We would be unable to offer our extensive range of programs without your help and dedication. We look forward to serving you with our programs and special events in the new millennium.

Respectfully submitted,

Julie Kamal, Recreation Director

## TAX COLLECTOR



Cheryl-Ann Bolouk

It is my pleasure to serve as Tax Collector for the Town of Salem. The office of the Tax Collector is responsible for collecting revenue for property taxes; resident taxes; yield, excavation activity and current use taxes; Town utility fees and all permits and fees

issued by other Town departments. Collecting revenue, as well as responding to inquiries from banks, mortgage companies, attorneys' offices and the general public in a courteous and timely manner are major departmental responsibilities.

The year 1999 was very challenging for all Tax Collectors in the State of New Hampshire. In the spring, we were waiting for the State Legislature to make a decision regarding how to fund public education to solve the Claremont II law suit. The court had decided that the way public education was funded, mainly through the local property taxes, was unconstitutional.

*"I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem."*

*Tax Collector Cheryl-Ann Bolouk*

The State Legislature passed HB 117 on April 29, 1999. This bill was the State's solution for funding an "adequate

education" throughout the State of New Hampshire. The adequacy amount of \$4,220.00 per student is to be funded by a State Education Tax collected by the towns at a rate of \$6.60 per

thousand based upon an equalized assessed valuation of 100% without the value of the Utility Companies which will now be billed directly by the State. This resulted in changes of categories on the property tax bill; a new line called State Education was added and the local school portion of the tax bill was changed to Local Education. The bills were also re-designed and printed in a new format. They are no longer in mailers with a duplicate copy; they were run on a laser printer to make it easier to read them. There are three perforated portions of the bill as follows: the top of the bill is for taxpayer information; the middle is the remittance copy and the bottom is the mailing address of the tax payer.

In the fall, the Town received their tax rate from the State of New Hampshire. The next day the New Hampshire State Supreme Court ruled the "phase in" portion of the State Education tax unconstitutional. The Town received its new tax rate on November 5, 1999. The bills were expedited and due on December 8<sup>th</sup>; instead of the usual due date of December 1<sup>st</sup>.

I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem. I was first elected Tax Collector in 1996 and re-elected in 1999. I look forward to many years of service to the community.

I would like to take this opportunity to thank the deputy tax collector, Patricia Carter, for her dedication in serving the public and Betty Oldeman, bookkeeper, for her dependability and accuracy in our record keeping.

Respectfully submitted,

*Cheryl-Ann Bolouk*

Cheryl-Ann Bolouk, CTC, Tax Collector

## TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 1999

MS-61

| DR.                      | 1999              | 1998             | 1997         | PRIOR       |
|--------------------------|-------------------|------------------|--------------|-------------|
| ***ON LEVIES OF***       |                   |                  |              |             |
| <b>UNCOLLECTED TAXES</b> |                   |                  |              |             |
| <b>- BEG. OF YEAR:</b>   |                   |                  |              |             |
| Property Taxes           | xxxxxxxxxxx       | 1,416,042        |              |             |
| Resident Taxes           | xxxxxxxxxxx       | 30,610           | 8,660        |             |
| Land Use Change          | xxxxxxxxxxx       | 20,500           |              |             |
| Yield Taxes              | xxxxxxxxxxx       | 1,342            |              |             |
| Utilities                | xxxxxxxxxxx       | 403,538          |              |             |
| Excavation               | xxxxxxxxxxx       | 24,229           |              |             |
| <b>TAXES COMMITTED</b>   |                   |                  |              |             |
| <b>- THIS YEAR</b>       |                   |                  |              |             |
| Property Taxes           | 41,281,202        |                  | xxxxxxxxxxx  | xxxxxxxxxxx |
| Resident Taxes           | 206,160           | 1,880            | xxxxxxxxxxx  | xxxxxxxxxxx |
| Land Use Change          | 136,300           |                  | xxxxxxxxxxx  | xxxxxxxxxxx |
| Yield Taxes              | 0                 | 1,732            | xxxxxxxxxxx  | xxxxxxxxxxx |
| Utilities                | 4,013,446         |                  | xxxxxxxxxxx  | xxxxxxxxxxx |
| Excavation               | 14,973            |                  |              |             |
| <b>OVERPAYMENT:</b>      |                   |                  |              |             |
| Property Taxes           | 82,373            | 6,579            |              |             |
| Resident Taxes           |                   |                  |              |             |
| Land Use Change          |                   |                  |              |             |
| Yield Taxes              |                   |                  |              |             |
| Interest Collected       |                   |                  |              |             |
| On Delinquent Tax        | 22,948            | 25,241           |              |             |
| Collected Resident       |                   |                  |              |             |
| Tax Penalties            | 430               | 1,357            | 83           |             |
| <b>TOTAL DEBITS</b>      | <u>45,757,832</u> | <u>1,933,050</u> | <u>8,743</u> | <u>0</u>    |

## TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31 1999

MS-61

| CR.                                     | ***ON LEVIES OF*** |                  |              | PRIOR    |
|---|--------------------|------------------|--------------|----------|
|   | 1999               | 1998             | 1997         |          |
| <b>REMITTED TO TREASURER DURING FY:</b> |                    |                  |              |          |
| Property Taxes                          | 40,133,977         | 1,416,732        |              |          |
| Resident Taxes                          | 167,240            | 13,550           | 840          |          |
| Land Use Change                         | 136,300            | 20,500           |              |          |
| Yield Taxes                             |                    | 3,074            |              |          |
| Utilities                               | 3,604,542          | 403,538          |              |          |
| Interest                                | 22,948             | 25,241           |              |          |
| Penalties                               | 430                | 1,357            | 83           |          |
| Conversion to Lien                      |                    |                  |              |          |
| Excavation                              | 14,973             | 24,229           |              |          |
| <b>DISCOUNTS ALLOWED:</b>               |                    |                  |              |          |
| <b>ABATEMENTS MADE:</b>                 |                    |                  |              |          |
| Property Taxes                          | 4,722              | 5,889            |              |          |
| Resident Taxes                          | 10,700             | 10,000           | 7,820        |          |
| Land Use Change                         |                    |                  |              |          |
| Yield Taxes                             |                    |                  |              |          |
| Utilities                               | 8,612              |                  |              |          |
| Current Levy Deeded                     |                    |                  |              |          |
| <b>UNCOLLECTED TAXES - END OF YEAR:</b> |                    |                  |              |          |
| Property Taxes                          | 1,224,876          |                  |              |          |
| Resident Taxes                          | 28,220             | 8,940            |              |          |
| Land Use Change                         |                    |                  |              |          |
| Yield Taxes                             |                    |                  |              |          |
| Utilities                               | 400,292            |                  |              |          |
| <b>TOTAL CREDITS</b>                    | <u>45,757,832</u>  | <u>1,933,050</u> | <u>8,743</u> | <u>0</u> |

## TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31 1999

MS-61

| DR.                          | 1998           | ***ON LEVIES OF*** |                | PRIOR         |
|------------------------------|----------------|--------------------|----------------|---------------|
|                              |                | 1997               | 1996           |               |
| Unredeemed Liens             |                |                    |                |               |
| - Bal. at Beg. of Fiscal Yr. |                | 283,926            | 182,427        | 31,578        |
| Liens Executed               |                |                    |                |               |
| - During Fiscal Yr.          | 573,294        |                    |                |               |
| Interest & Costs             |                |                    |                |               |
| - Coll. After Lien Execution | 17,279         | 29,955             | 57,640         | 25,526        |
| Overpayments                 | 592            |                    |                |               |
| TOTAL DEBITS                 | <u>591,165</u> | <u>313,881</u>     | <u>240,067</u> | <u>57,104</u> |

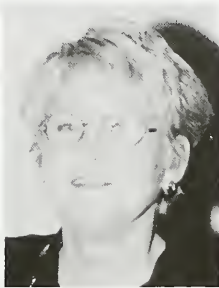
CR.  
REMITTANCE TO TREASURER

|                                   |                |                |                |               |
|-----------------------------------|----------------|----------------|----------------|---------------|
| Redemptions                       | 295,318        | 103,502        | 174,614        | 25,241        |
| Int./Costs (After Lien Execution) | 17,279         | 29,955         | 57,640         | 25,526        |
| Abatements of Unredeemed Taxes    | 100            | 386            | 374            | 357           |
| Liens Deeded To Municipalities    | 2,994          | 2,916          | 2,822          |               |
| Unredeemed Liens                  |                |                |                |               |
| - Bal. End of Year                | 275,474        | 177,122        | 4,617          | 5,980         |
| TOTAL CREDITS                     | <u>591,165</u> | <u>313,881</u> | <u>240,067</u> | <u>57,104</u> |

TAX COLLECTOR'S SIGNATURE Cheryl-Ann Blodgett, CTC DATE: 1/17/00



## TOWN CLERK



Barbara Lessard

The Town Clerk's office had a very busy and productive 1999. Our total revenue for Town Clerk functions only was just short of \$4,000,000.

Clerks from both the tax office and the town clerk's office are cross trained to perform most of the

functions of both offices. The clerks register and title motor vehicles, license dogs, sell landfill permits, accept payments for both resident and property tax bills, water and sewer bills, recreation fees, building permits and other miscellaneous collections. This "one stop shopping" has worked very well for both the clerks and for the residents of Salem.

*"This 'one stop shopping' has worked very well for both the clerks and for the residents of Salem"*

*Town Clerk Barbara Lessard*

The full time combined collection clerks are Patricia Carter and Jacqueline Delaney. The two part time clerks

are Mary Ann Bell and our newest clerk Susan Wall. I would like to thank them for their cooperation and great effort in making the Collections Department a success. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

The Deputy Town Clerk Mary Fawcett and I continue to perform all the other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, UCC's, IRS and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the bookkeeping duties of the Town Clerk's office, which maintains accounting of its own revenue.

For the seventh year in a row, the Town Clerk's office had a large increase in revenue. This increase of almost \$320,000 was mostly in motor vehicle tax. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase over 1998.

Respectfully submitted,

*Barbara M. Lessard*  
Barbara M. Lessard, Town Clerk

**RECEIPTS - 1999**

|   |                |
|---|----------------|
| Automobile Tax Permits<br>1999 (33,392) | \$3,828,478.00 |
| Title Fees                              | 13,789.00      |
| Marriage License Fees*                  | 22,306.00      |
| Certified Copy Fees**                   | 8,842.00       |
| Dog License Fees***<br>1999 (3,319)     | 23,208.00      |
| Elections                               | 525.00         |
| Uniform Commercial Code & Other Liens   | 18,545.25      |
| Collection Fees                         | 660.00         |
| Filing Fees                             | 7.00           |
| Recording Fees                          | 25.00          |
| Legal Fees - Dogs                       | 3,075.00       |
| Dredge & Fill Applications              | 100.00         |
| Pole Permits                            | 120.00         |
| Postage                                 | 84.41          |
| Miscellaneous Receipts                  | 79.50          |
|   | <hr/>          |
|   | \$3,919,844.16 |

\*Less Remittance to State of NH  
for Marriage License Fees -22,306.00

\*\*Less Remittance to State of NH  
for Certified Copy Fees - 5,379.00  
(330 copies @ \$6.00 ea. = \$1,980.00)  
(247 copies @ \$3.00 ea. = \$ 741.00)  
(241 copies @ \$8.00 ea. = \$1,928.00)  
(146 copies @ \$5.00 ea. = \$ 730.00)

\*\*\*Less Remittance to State of NH  
for Dog License Fees -1,659.50  
(3,319 Licenses @ .50 ea. - \$1,659.50)

\*\*\*Less Remittance to State of NH  
for Animal Population Control Fees -6,148.00  
(3,074 Licenses @ \$2.00 ea - \$6,148.00)

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\$3,884,351.66

  
Barbara M. Lessard, Town Clerk, Salem NH

## VITAL STATISTICS ---1999

## Recorded in Town Clerk's Office:

|                                      |     |
|--------------------------------------|-----|
| Marriages (filed in Salem)           | 587 |
| Marriages (married in Salem)         | 372 |
| Births (Born in Salem)               | 0   |
| Deaths                               |     |
| Salem Residents--Died in Salem       | 60  |
| Salem Residents--Died in other towns | 31  |
| Non-Residents----Died in Salem       | 13  |
| Non-Residents----Buried in Salem     | 44  |

  
Barbara M. Lessard, Town Clerk, Salem NH

## SALEM DISTRICT COURT

The Salem District Court caseload increased by about twenty percent during the year 1999. As was explained in the 1998 report, the court is closely monitoring the area of shoplifting and other crimes of theft, and has implemented some creative ways of dealing with this situation.

The Salem Family Division is currently in its fourth year of operations, assisting families in crisis. It remains to be seen whether the legislature will expand this program to other counties in the state in the future. One of the programs initiated by the Family Division is that of juvenile diversion, a program where first time minor offenders have their cases diverted to specially assigned juvenile officers. These juveniles are assigned to community service, anger management, drug, alcohol and tobacco programs, parental conferences, and other means of assuring that the juvenile takes responsibility for the offense without the necessity of court action. This enables a juvenile to be held responsible for inappropriate behavior while at the same time not creating a record with the court. This program is not available to subsequent or serious offenders. Of the total cases reviewed by the program, approximately sixty-four percent successfully completed the

program. The Salem Police Department and the juvenile service officers servicing the court are to be complimented for the success of this program.

The court continues to pursue the ideas developed as a result of the Community Youth Profiles begun in 1997, with the assistance of volunteer community members. Various ideas are being explored in an effort to provide appropriate community resources for juveniles and their families.

The court once again acknowledges the many citizens who are involved in volunteer programs assisting victims of domestic violence and those in need of assistance for child visitation through the Greater Salem Council Against Domestic Violence and the Salem Visitation Center. These volunteers help make the lives of many children and families safer, healthier and happier.

Anyone who is interested in being involved with any of these projects may call the court for more information.

Respectfully submitted,

John A. Korbey, Justice

**FINANCIALS AND TREASURER'S REPORT****PLODZIK & SANDERSON***Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380*INDEPENDENT AUDITOR'S REPORT*

To the Members of the  
Board of Selectmen  
Town of Salem  
Salem, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1998 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

Except as discussed in the following paragraph, we conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Government Accounting Standards Board Technical Bulletin 98-1, *Disclosures about Year 2000 Issues*, requires disclosure of certain matters regarding the year 2000 issue. The Town of Salem has included such disclosures in Note 6C. Because of the unprecedented nature of the year 2000 issue, its effects and the success of related remediation efforts will not be fully determinable until the year 2000 and thereafter. Accordingly, insufficient audit evidence exists to support the Town of Salem's disclosures with respect to the year 2000 issue made in Note 6C. Further we do not provide assurance that the Town of Salem is or will be year 2000 ready, that the Town of Salem's year 2000 remediation efforts will be successful in whole or in part, or that parties with which the Town of Salem does business will be year 2000 ready.

In our opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had we been able to examine evidence regarding year 2000 disclosures, as noted above, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem, as of December 31, 1998, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Salem taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

*Plodzik & Sanderson*  
*Professional Association*

March 4, 1999



**PLODZIK & SANDERSON***Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380*INDEPENDENT AUDITOR'S COMMUNICATION OF  
REPORTABLE CONDITIONS AND OTHER MATTERS*

To the Members of the  
Board of Selectmen  
Town of Salem  
Salem, New Hampshire

In planning and performing our audit of the Town of Salem for the year ended December 31, 1998, we considered the Town's internal control structure in order to determine the scope of our auditing procedures for the purpose of expressing our opinion on the financial statements. Our review of these systems was not intended to provide assurance on the internal control structure and should not be relied on for that purpose.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the financial statements being audited, may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

We are pleased to report that, during the course of our review of internal controls, no material weaknesses in the Town's accounting systems and records were identified. Minor weaknesses or other considerations coming to our attention were generally procedural in nature and dealt with administrative or recordkeeping practices. In these instances, we made specific recommendations or provided instruction to those individuals involved during the course of our audit fieldwork.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.

March 4, 1999

*Plodzik & Sanderson  
Professional Association*

**ALL GOVERNMENTAL FUNDS  
COMBINED BALANCE SHEET**  
December 31, 1999 (unaudited)

|  | General<br>Fund            | Special<br>Revenue<br>Funds | Capital<br>Projects<br>Fund | Total                      |
|--|----------------------------|-----------------------------|-----------------------------|----------------------------|
| <u>Assets</u>                              |                            |                             |                             |                            |
| Cash and Equivalents                       | \$15,170,329               | \$2,002,488                 | \$584,911                   | \$17,757,728               |
| Receivables (Net of Allowances)            |                            |                             |                             |                            |
| Taxes                                      | 1,421,536                  |                             |                             | 1,421,536                  |
| Accounts                                   | 308,417                    | 500,607                     |                             | 809,024                    |
| Special Assessments                        |                            | 2,809,705                   |                             | 2,809,705                  |
| Intergovernmental                          | 73,849                     |                             | 17,827                      | 91,676                     |
| Interfund Receivable                       | 19,700                     | 68,150                      |                             | 87,850                     |
| Welfare Liens                              | 227,326                    |                             |                             | 227,326                    |
| Welfare Liens Reserved Until Collected     | (227,326)                  |                             |                             | (227,326)                  |
| Container Deposits                         | 250                        | 1,080                       |                             | 1,330                      |
| Prepaid Items                              | 122,489                    |                             |                             | 122,489                    |
| <b>Total Assets</b>                        | <u><u>\$17,116,570</u></u> | <u><u>\$5,382,030</u></u>   | <u><u>\$602,738</u></u>     | <u><u>\$23,101,338</u></u> |
| <u>Liabilities and Fund Balances</u>       |                            |                             |                             |                            |
| <u>Liabilities</u>                         |                            |                             |                             |                            |
| Accounts Payable                           | \$174,786                  | \$30,817                    | \$1,528                     | \$207,131                  |
| Accrued Payroll and Benefits               | 232,075                    | 25,435                      |                             | 257,510                    |
| Contracts Payable                          |                            | 1,888                       |                             | 1,888                      |
| Retainage Payable                          |                            |                             | 36,469                      | 36,469                     |
| Intergovernmental Payables                 | 10,731,962                 |                             |                             | 10,731,962                 |
| Interfund Payables                         | 68,150                     | 198,579                     | 16,299                      | 283,028                    |
| Deferred Revenues                          | 37,452                     | 2,798,863                   |                             | 2,836,315                  |
| <b>Total Liabilities</b>                   | <u><u>11,244,425</u></u>   | <u><u>3,055,582</u></u>     | <u><u>54,296</u></u>        | <u><u>14,354,303</u></u>   |
| <u>Fund Balances</u>                       |                            |                             |                             |                            |
| Reserved for Contingency                   | 130,800                    |                             |                             | 130,800                    |
| Reserved for Encumbrances                  | 732,627                    | 73,281                      | 87,209                      | 893,117                    |
| Reserved for Special Purposes              |                            |                             | 461,233                     | 461,233                    |
| Unreserved                                 |                            |                             |                             |                            |
| Designated for Special Purposes            |                            | 2,253,167                   |                             | 2,253,167                  |
| Undesignated                               | 5,008,718                  |                             |                             | 5,008,718                  |
| <b>Total Fund Balances</b>                 | <u><u>5,872,145</u></u>    | <u><u>2,326,448</u></u>     | <u><u>548,442</u></u>       | <u><u>8,747,035</u></u>    |
| <b>Total Liabilities and Fund Balances</b> | <u><u>\$17,116,570</u></u> | <u><u>\$5,382,030</u></u>   | <u><u>\$602,738</u></u>     | <u><u>\$23,101,338</u></u> |

**SPECIAL REVENUE FUNDS**  
**COMBINING BALANCE SHEET**  
 December 31, 1999 (unaudited)

|  | Sewer<br>Fund             | Water<br>Fund           | All Others              | Total                     |
|--|---------------------------|-------------------------|-------------------------|---------------------------|
| Cash and Equivalents                       | \$1,352,433               | \$568,999               | \$81,056                | \$2,002,488               |
| Receivables (Net of Allowances)            |                           |                         |                         |                           |
| Accounts                                   | 162,943                   | 228,211                 | 109,453                 | 500,607                   |
| Special Assessments                        | 2,663,845                 | 145,860                 |                         | 2,809,705                 |
| Interfund Receivable                       |                           |                         | 68,150                  | 68,150                    |
| Container Deposits                         |                           | 1,080                   |                         | 1,080                     |
| <b>Total Assets</b>                        | <b><u>\$4,179,221</u></b> | <b><u>\$944,150</u></b> | <b><u>\$258,659</u></b> | <b><u>\$5,382,030</u></b> |
|  |                           |                         |                         |                           |
| Accounts Payable                           | \$3,395                   | \$26,308                | \$1,114                 | \$30,817                  |
| Accrued Payroll and Benefits               | 2,399                     | 12,162                  | 10,874                  | 25,435                    |
| Contracts Payable                          |                           | 1,888                   |                         | 1,888                     |
| Interfund Payable                          | 100,000                   |                         | 98,579                  | 198,579                   |
| Deferred Revenues                          | 2,649,768                 | 149,095                 |                         | 2,798,863                 |
| <b>Total Liabilities</b>                   | <b><u>2,755,562</u></b>   | <b><u>189,453</u></b>   | <b><u>110,567</u></b>   | <b><u>3,055,582</u></b>   |
|  |                           |                         |                         |                           |
| Reserved for Encumbrances                  | 66,626                    | 6,655                   |                         | 73,281                    |
| Unreserved                                 |                           |                         |                         |                           |
| Designated for Special Purposes            | 1,357,033                 | 748,042                 | 148,092                 | 2,253,167                 |
| <b>Total Fund Balances</b>                 | <b><u>1,423,659</u></b>   | <b><u>754,697</u></b>   | <b><u>148,092</u></b>   | <b><u>2,326,448</u></b>   |
|  |                           |                         |                         |                           |
| <b>Total Liabilities and Fund Balances</b> | <b><u>\$4,179,221</u></b> | <b><u>\$944,150</u></b> | <b><u>\$258,659</u></b> | <b><u>\$5,382,030</u></b> |

**CAPITAL PROJECTS FUND**  
**COMBINING BALANCE SHEET**  
 December 31, 1999 (unaudited)

|  | Water<br>Treatment<br>Plant | Arlington<br>Pipeline | Water<br>Tower  | Canobie<br>Water/Sewer | Project<br>Impact<br>Grant | Flood Hazard<br>Mitigation<br>Grant | Unappropriated<br>Income | Total            |
|--|-----------------------------|-----------------------|-----------------|------------------------|----------------------------|-------------------------------------|--------------------------|------------------|
| <b>Assets</b>                              |                             |                       |                 |                        |                            |                                     |                          |                  |
| Cash and Equivalents                       | \$201,607                   | \$266,579             | \$29,608        | \$59,326               | \$0                        | \$0                                 | \$27,791                 | \$584,911        |
| Intergovernmental Receivable               |                             |                       |                 |                        | 17,371                     | 456                                 |                          | 17,827           |
| <b>Total Assets</b>                        | <b>\$201,607</b>            | <b>\$266,579</b>      | <b>\$29,608</b> | <b>\$59,326</b>        | <b>\$17,371</b>            | <b>\$456</b>                        | <b>\$27,791</b>          | <b>\$602,738</b> |
| <b>Liabilities and Fund Balances</b>       |                             |                       |                 |                        |                            |                                     |                          |                  |
| <b>Liabilities</b>                         |                             |                       |                 |                        |                            |                                     |                          |                  |
| Accounts Payable                           | \$0                         | \$0                   | \$0             | \$0                    | \$1,528                    | \$0                                 | \$0                      | \$1,528          |
| Retainage Payable                          |                             |                       | 17,258          | 19,211                 |                            |                                     |                          | 36,469           |
| Interfund Payable                          |                             |                       |                 |                        | 15,843                     | 456                                 |                          | 16,299           |
| <b>Total Liabilities</b>                   | <b>0</b>                    | <b>0</b>              | <b>17,258</b>   | <b>19,211</b>          | <b>17,371</b>              | <b>456</b>                          | <b>0</b>                 | <b>54,296</b>    |
| <b>Fund Balances</b>                       |                             |                       |                 |                        |                            |                                     |                          |                  |
| Reserved for Encumbrances                  |                             |                       |                 |                        | 87,209                     |                                     |                          | 87,209           |
| Reserved for Special Purposes              | 201,607                     | 266,579               | 12,350          | 40,115                 | (87,209)                   |                                     | 27,791                   | 461,233          |
| <b>Total Fund Balances</b>                 | <b>201,607</b>              | <b>266,579</b>        | <b>12,350</b>   | <b>40,115</b>          | <b>0</b>                   | <b>0</b>                            | <b>27,791</b>            | <b>548,442</b>   |
| <b>Total Liabilities and Fund Balances</b> | <b>\$201,607</b>            | <b>\$266,579</b>      | <b>\$29,608</b> | <b>\$59,326</b>        | <b>\$17,371</b>            | <b>\$456</b>                        | <b>\$27,791</b>          | <b>\$602,738</b> |

**GENERAL FUND**  
**STATEMENT OF CHANGES IN UNRESERVED - UNDESIGNATED FUND BALANCE**  
For the Fiscal Year Ended December 31, 1999 (unaudited)

|  |                  |                    |
|--|------------------|--------------------|
| Unreserved - Undesignated Fund Balance - January 1   |                  | \$3,825,517        |
| <u>Deductions</u>                                    |                  |                    |
| Unreserved Fund Balance Used to                      |                  |                    |
| Reduce 1999 Tax Rate                                 | <u>(648,700)</u> |                    |
| Total Deductions                                     |                  | (648,700)          |
| <u>Additions</u>                                     |                  |                    |
| 1999 Budget Summary                                  |                  |                    |
| Revenue Surplus                                      | 767,280          |                    |
| Unexpended Balance of Appropriations                 | <u>1,021,921</u> |                    |
| 1999 Budget Surplus                                  | 1,789,201        |                    |
| Decrease in Reserve for Contingency                  | 42,700           |                    |
| Total Additions                                      |                  | <u>1,831,901</u>   |
| Unreserved - Undesignated Fund Balance - December 31 |                  | <u>\$5,008,718</u> |



**GENERAL FUND**  
**STATEMENT OF ESTIMATED AND ACTUAL REVENUES**  
For the Fiscal Year Ended December 31, 1999 (unaudited)

|  | Estimated           | Actual              | Over<br>(Under)<br>Budget |
|--|---------------------|---------------------|---------------------------|
| <u>Taxes</u>   |                     |                     |                           |
| Property   | \$41,020,147        | \$41,270,301        | \$250,154                 |
| Land Use Change  | 64,825              | 68,825              | 4,000                     |
| Resident   | 207,750             | 208,010             | 260                       |
| Yield  | 1,700               | 1,733               | 33                        |
| Excavation Activity  | 15,100              | 14,973              | (127)                     |
| Payment in Lieu of Taxes   | 31,122              | 35,581              | 4,459                     |
| Boat   | 10,000              | 11,582              | 1,582                     |
| Interest and Penalties on Taxes                                    | 213,935             | 235,548             | 21,613                    |
| Total Taxes  | <u>41,564,579</u>   | <u>41,846,553</u>   | <u>281,974</u>            |
| <u>Licenses and Permits</u>  |                     |                     |                           |
| Business Licenses, Permits and Fees                                | 187,000             | 194,129             | 7,129                     |
| Motor Vehicle Permit Fees  | 3,700,000           | 3,819,999           | 119,999                   |
| Building Permits   | 166,000             | 204,882             | 38,882                    |
| Other Licenses, Permits and Fees                                   | 114,000             | 119,891             | 5,891                     |
| Total Licenses and Permits   | <u>4,167,000</u>    | <u>4,338,901</u>    | <u>171,901</u>            |
| <u>Intergovernmental Revenues - State</u>                          |                     |                     |                           |
| Shared Revenue   | 371,516             | 371,336             | (180)                     |
| Rooms & Meals Tax  | 520,899             | 520,899             |                           |
| Highway Block Grant  | 405,480             | 405,480             |                           |
| Water Pollution Grants   | 24,994              | 24,994              |                           |
| Other Reimbursements   | 16,552              | 17,231              | 679                       |
| Other Governments  | <u>151,000</u>      | <u>274,245</u>      | <u>123,245</u>            |
| Total Intergovernmental Revenues                                   | <u>1,490,441</u>    | <u>1,614,185</u>    | <u>123,744</u>            |
| <u>Charges for Services</u>  |                     |                     |                           |
| Income from Departments  | <u>750,263</u>      | <u>927,968</u>      | <u>177,705</u>            |
| <u>Miscellaneous Revenues</u>                                      |                     |                     |                           |
| Sale of Municipal Property   | 20,000              | 169,588             | 149,588                   |
| Interest on Investments  | 362,000             | 415,117             | 53,117                    |
| Rent of Property   | 315,000             | 331,993             | 16,993                    |
| Fines and Forfeits   | 5,000               | 7,269               | 2,269                     |
| Insurance Dividends and Reimbursements                             | 288,000             | 235,822             | (52,178)                  |
| Other  | 254,000             | 77,904              | (176,096)                 |
| Total Miscellaneous Revenues                                       | <u>1,244,000</u>    | <u>1,237,693</u>    | <u>(6,307)</u>            |
| <u>Other Financing Sources</u>                                     |                     |                     |                           |
| <u>Operating Transfers In - Interfund Transfers</u>                |                     |                     |                           |
| Special Revenue Funds  | 169,188             | 191,476             | 22,288                    |
| Capital Projects Funds   | 17,320              | 13,295              | (4,025)                   |
| Trust and Agency Funds   |                     |                     | 0                         |
| Total Other Financing Sources                                      | <u>186,508</u>      | <u>204,771</u>      | <u>18,263</u>             |
| Total Revenues and Other Financing Sources                         | <u>49,402,791</u>   | <u>\$50,170,071</u> | <u>\$767,280</u>          |
| Unreserved Fund Balance Used                                       | <u>648,700</u>      |                     |                           |
| Total Revenues, Other Financing Sources and<br>Use of Fund Balance | <u>\$50,051,491</u> |                     |                           |

**GENERAL FUND**  
**STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES**  
 For the Fiscal Year Ended December 31, 1999 (unaudited)

|   | Encumbered<br>From 1998 | Appropriations<br>1999 | Expenditures<br>Net of<br>Refunds | Encumbered<br>To 2000 | (Over)<br>Under<br>Budget |
|---|-------------------------|------------------------|-----------------------------------|-----------------------|---------------------------|
| <b>General Government</b>                   |                         |                        |                                   |                       |                           |
| Executive                                   | \$7,259                 | \$243,917              | \$237,003                         |                       | \$14,173                  |
| Election, Registration and Vital Statistics | 388                     | 173,581                | 168,231                           | 185                   | 5,553                     |
| Financial Administration                    | 3,141                   | 1,080,316              | 1,051,890                         | 24                    | 31,543                    |
| Legal Expenses                              |                         | 94,900                 | 102,247                           |                       | -7,347                    |
| Personnel Administration                    |                         | 458,384                | 545,644                           | 12                    | -87,272                   |
| Planning and Zoning                         | 6,095                   | 320,259                | 256,720                           | 3,012                 | 66,622                    |
| General Government Buildings                | 7,456                   | 187,820                | 193,390                           | 627                   | 1,259                     |
| Cemeteries                                  | 22,358                  | 262,719                | 281,066                           | 104                   | 3,907                     |
| Insurance, not otherwise allocated          | 450                     | 265,692                | 228,257                           | 2,157                 | 35,728                    |
| Other                                       | 525                     | 299,329                | 297,539                           | 4,824                 | -2,509                    |
| <b>Total General Government</b>             | <b>47,672</b>           | <b>3,386,917</b>       | <b>3,361,987</b>                  | <b>10,945</b>         | <b>61,657</b>             |
| <b>Public Safety</b>                        |                         |                        |                                   |                       |                           |
| Police Department                           | 20,019                  | 4,970,762              | 4,984,922                         | 9,293                 | -3,434                    |
| Fire Department                             | 59,023                  | 4,551,361              | 4,455,072                         | 18,797                | 136,515                   |
| Building Inspection                         | 343                     | 215,352                | 212,162                           | 36                    | 3,497                     |
| Emergency Management                        | 7,500                   |                        | 11,000                            |                       | -3,500                    |
| <b>Total Public Safety</b>                  | <b>86,885</b>           | <b>9,737,475</b>       | <b>9,663,156</b>                  | <b>28,126</b>         | <b>133,078</b>            |
| <b>Highways and Streets</b>                 |                         |                        |                                   |                       |                           |
| Administration                              | 400                     | 310,451                | 280,229                           |                       | 30,622                    |
| Highways and Streets                        | 90,947                  | 1,936,291              | 1,750,545                         | 7,298                 | 269,395                   |
| Street Lighting                             |                         | 319,385                | 349,353                           |                       | -29,968                   |
| <b>Total Highways and Streets</b>           | <b>91,347</b>           | <b>2,566,127</b>       | <b>2,380,127</b>                  | <b>7,298</b>          | <b>270,049</b>            |
| <b>Sanitation</b>                           |                         |                        |                                   |                       |                           |
| Solid Waste Disposal                        | 338                     | 1,002,542              | 944,388                           |                       | 58,492                    |
| Solid Waste Clean-up                        | 2,624                   | 330,000                | 164,628                           | 153,276               | 14,720                    |
| <b>Total Sanitation</b>                     | <b>2,962</b>            | <b>1,332,542</b>       | <b>1,109,016</b>                  | <b>153,276</b>        | <b>73,212</b>             |
| <b>Health</b>                               |                         |                        |                                   |                       |                           |
| Administration                              |                         | 84,177                 | 83,589                            | 124                   | 464                       |
| Animal Control                              |                         | 74,890                 | 66,828                            | 6                     | 8,056                     |
| <b>Total Health</b>                         |                         | <b>159,067</b>         | <b>150,417</b>                    | <b>130</b>            | <b>8,520</b>              |

|   |            |              |           |  |             |
|---|------------|--------------|-----------|--|-------------|
| <u>Welfare</u>                                      |            |              |           |  |             |
| Administration                                      | 110,032    | 110,370      | -338      |  |             |
| Direct Assistance                                   | 147,860    | 98,627       | 49,233    |  |             |
| Vendor Payments                                     | 120,605    | 101,846      | 18,759    |  |             |
| Total Welfare                                       | 378,497    | 310,843      | 67,654    |  |             |
| <u>Culture and Recreation</u>                       |            |              |           |  |             |
| Parks and Recreation                                | 229,745    | 233,798      | 162       |  |             |
| Library   | 1,017,720  | 1,007,499    | 9,555     |  |             |
| Patriotic Purposes                                  | 42,360     | 14,585       | 27,681    |  |             |
| Other Culture and Recreation                        | 147,086    | 144,601      | 2,285     |  |             |
| Total Culture and Recreation                        | 1,436,911  | 1,400,483    | 37,598    |  |             |
| <u>Debt Service</u>                                 |            |              |           |  |             |
| Principal - Long-Term Debt                          | 560,882    | 560,882      |           |  |             |
| Interest Expense - Long-Term Debt                   | 188,123    | 188,123      |           |  |             |
| Interest Expense - Tax Anticipation Notes           | 103,400    | 60,025       | 43,375    |  |             |
| Total Debt Service                                  | 852,405    | 809,030      | 43,375    |  |             |
| <u>Capital Outlay</u>                               |            |              |           |  |             |
| Land and Improvements                               |            |              |           |  |             |
| Machinery, Vehicles and Equipment                   | 312,503    | 802,784      | 109,948   |  |             |
| Buildings   |            |              |           |  |             |
| Other Improvements                                  | 18,837     | 140,541      | 234,973   |  |             |
| Total Capital Outlay                                | 331,340    | 943,325      | 344,921   |  |             |
| <u>Intergovernmental</u>                            |            |              |           |  |             |
| School District Assessments                         | 24,275,839 | 24,275,839   |           |  |             |
| County Tax Assessments                              | 2,214,251  | 2,214,251    |           |  |             |
| Total Intergovernmental                             | 26,490,090 | 26,490,090   |           |  |             |
| <u>Other Financing Uses</u>                         |            |              |           |  |             |
| Operating Transfers Out - Interfund Transfers       |            |              |           |  |             |
| Capital Project Funds                               | 150,333    | 150,333      |           |  |             |
| Capital Reserve Funds                               | 2,194,985  | 2,194,985    |           |  |             |
| Expendable Trust Funds                              | 60,000     | 60,000       |           |  |             |
|   | 2,405,318  | 2,254,985    | 150,333   |  |             |
| Total Appropriations, Expenditures and Encumbrances | \$576,516  | \$48,873,459 | \$732,627 |  | \$1,021,921 |

**WATER FUND**  
**STATEMENT OF ESTIMATED AND ACTUAL REVENUES**  
 For the Fiscal Year Ended December 31, 1999 (unaudited)

|   | Estimated          | Actual             | Over<br>(Under)<br>Budget |
|---|--------------------|--------------------|---------------------------|
| <u>Revenues</u>                                   |                    |                    |                           |
| Intergovernmental Revenues                        | \$143,559          | \$129,030          | (\$14,529)                |
| Charges for Services                              | 1,910,281          | 2,241,601          | 331,320                   |
| Miscellaneous Revenues                            | 21,656             | 31,801             | 10,145                    |
| <u>Other Financing Sources</u>                    |                    |                    |                           |
| Operating Transfers In - Interfund Transfers      | 32,110             | 32,110             | 0                         |
| Capital Projects Funds                            |                    |                    |                           |
| <u>Total Revenues and Other Financing Sources</u> | <u>\$2,107,606</u> | <u>\$2,434,542</u> | <u>\$326,936</u>          |

**WATER FUND**  
**STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES**  
 For the Fiscal Year Ended December 31, 1999 (unaudited)

|  | Appropriations<br>1999 | Expenditures<br>Net of<br>Refunds | Encumbered<br>To 2000 | (Over)<br>(Under)<br>Budget |
|--|------------------------|-----------------------------------|-----------------------|-----------------------------|
| <u>Expenditures</u>  |                        |                                   |                       |                             |
| Personnel Services   | \$518,333              | \$518,212                         |                       | \$121                       |
| Supplies   | 19,562                 | 18,979                            |                       | 583                         |
| Other Charges  | 502,318                | 495,425                           | 5,455                 | 8,449                       |
| Debt Service   | 895,143                | 895,143                           |                       | 1                           |
| Capital Improvements                                       | 4,895                  | 4,895                             |                       | 0                           |
| Special Articles   | 172,250                | 167,640                           |                       | 16,579                      |
| <u>Total Appropriations, Expenditures and Encumbrances</u> | <u>\$2,107,606</u>     | <u>\$2,100,293</u>                | <u>\$5,455</u>        | <u>\$25,733</u>             |

**SEWER FUND**  
**STATEMENT OF ESTIMATED AND ACTUAL REVENUES**  
For the Fiscal Year Ended December 31, 1999 (unaudited)

|   | Estimated          | Actual             | Over<br>(Under)<br>Budget |
|---|--------------------|--------------------|---------------------------|
| <b>Revenues</b>                                   |                    |                    |                           |
| Intergovernmental Revenues                        | \$44,625           | \$44,626           | \$1                       |
| Charges for Services                              | 1,818,044          | 1,799,650          | (18,394)                  |
| Miscellaneous Revenues                            | 37,000             | 203,083            | 166,083                   |
| <b>Other Financing Sources</b>                    |                    |                    |                           |
| Operating Transfers In - Interfund Transfers      | 40,427             | 46,499             | 6,072                     |
| Special Revenue Funds                             |                    |                    |                           |
| <b>Total Revenues and Other Financing Sources</b> | <b>\$1,940,096</b> | <b>\$2,093,858</b> | <b>153,762</b>            |

**SEWER FUND**  
**STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES**  
For the Fiscal Year Ended December 31, 1999 (unaudited)

|  | Encumbered<br>From 1998 | Appropriations<br>1999 | Expenditures<br>Net of<br>Refunds | Encumbered<br>To 2000 | (Over)<br>Under<br>Budget |
|--|-------------------------|------------------------|-----------------------------------|-----------------------|---------------------------|
| <b>Expenditures</b>  |                         |                        |                                   |                       |                           |
| Personnel Services   |                         | \$160,579              | \$162,272                         |                       | (\$1,693)                 |
| Supplies   |                         | 5,200                  | 5,565                             |                       | (365)                     |
| Other Charges  | 9,833                   | 833,321                | 887,657                           | 10,576                | (54,336)                  |
| Debt Service   |                         | 785,996                | 727,264                           |                       | 58,732                    |
| Special Articles   | 17,952                  | 155,000                | 115,150                           | 54,250                | 3,552                     |
| Operating Transfers Out                                    |                         |                        | 100,000                           |                       | (100,000)                 |
| <b>Total Appropriations, Expenditures and Encumbrances</b> | <b>\$27,785</b>         | <b>\$1,940,096</b>     | <b>\$1,997,908</b>                | <b>\$64,826</b>       | <b>(\$94,110)</b>         |



**STATEMENT OF TOWN DEBT  
FOR THE YEAR ENDING DECEMBER 31, 1999**

| ISSUE DATE             | AMOUNT<br>ORIGINAL<br>ISSUE | INTEREST<br>RATE | FINAL<br>PAYMENT | 1/1/99<br>OUTSTANDING<br>DEBT | RETIRED<br>DURING<br>YEAR | NEW<br>ISSUES | OUTSTANDING<br>PRINCIPAL<br>12/31/99 | PRINCIPAL<br>DUE<br>2000 | PAYMENTS<br>SUBSEQUENT<br>YEARS |
|------------------------|-----------------------------|------------------|------------------|-------------------------------|---------------------------|---------------|--------------------------------------|--------------------------|---------------------------------|
| <b>Water Bonds</b>     |                             |                  |                  |                               |                           |               |                                      |                          |                                 |
| 1985                   | 600,000                     | 9.20             | 03/01/05         | 213,777                       | 35,294                    |               | 178,483                              | 34,412                   | 144,071                         |
| 1986                   | 1,250,000                   | 6.80             | 07/15/01         | 240,000                       | 80,000                    |               | 160,000                              | 80,000                   | 80,000                          |
| 1987                   | 92,782                      | 7.40             | 01/15/08         | 48,182                        | 3,400                     |               | 44,782                               | 3,400                    | 41,382                          |
| 1990                   | 250,000                     | 6.90             | 07/15/00         | 50,000                        | 25,000                    |               | 25,000                               | 25,000                   | 0                               |
| 1994                   | 4,500,000                   | 5.83             | 05/15/14         | 3,600,000                     | 225,000                   |               | 3,375,000                            | 225,000                  | 3,150,000                       |
| 1996                   | 2,900,000                   | 5.7126           | 08/15/16         | 2,750,000                     | 90,000                    |               | 2,660,000                            | 95,000                   | 2,565,000                       |
| 1998                   | 1,023,000                   | 4.822            | 08/15/13         | 1,023,000                     | 48,000                    |               | 975,000                              | 50,000                   | 925,000                         |
|                        | 324,579                     | 4.916            | 08/15/18         | 324,579                       | 8,499                     |               | 316,080                              | 11,200                   | 304,880                         |
|                        | <u>10,940,361</u>           |                  |                  | <u>8,249,538</u>              | <u>515,193</u>            | <u>0</u>      | <u>7,734,345</u>                     | <u>524,012</u>           | <u>7,210,333</u>                |
| <b>Sewer Bonds</b>     |                             |                  |                  |                               |                           |               |                                      |                          |                                 |
| 1985                   | 6,200,000                   | 9.20             | 03/01/05         | 2,206,223                     | 364,706                   |               | 1,841,517                            | 355,588                  | 1,485,929                       |
| 1987                   | 2,207,218                   | 7.08             | 01/15/08         | 1,076,818                     | 111,690                   |               | 965,218                              | 111,690                  | 853,518                         |
| 1998                   | 845,775                     | 4.916            | 08/15/18         | 845,775                       | 21,855                    |               | 823,920                              | 28,800                   | 795,120                         |
|                        | <u>9,252,993</u>            |                  |                  | <u>4,128,816</u>              | <u>498,161</u>            | <u>0</u>      | <u>3,630,655</u>                     | <u>495,988</u>           | <u>3,134,667</u>                |
| <b>Municipal Bonds</b> |                             |                  |                  |                               |                           |               |                                      |                          |                                 |
| 1995                   | 980,000                     | 5.2483           | 08/15/05         | 680,000                       | 100,000                   |               | 580,000                              | 100,000                  | 480,000                         |
| 1995                   | 325,000                     | 5.2469           | 08/15/00         | 130,000                       | 65,000                    |               | 65,000                               | 65,000                   | 0                               |
|                        | <u>1,305,000</u>            |                  |                  | <u>990,000</u>                | <u>165,000</u>            | <u>0</u>      | <u>825,000</u>                       | <u>165,000</u>           | <u>480,000</u>                  |
| <b>Highway Bonds</b>   |                             |                  |                  |                               |                           |               |                                      |                          |                                 |
| 1994                   | 1,650,000                   | 5.43             | 08/15/04         | 990,000                       | 165,000                   |               | 825,000                              | 165,000                  | 660,000                         |
| 1994                   | 200,000                     | 5.70             | 08/15/99         | 40,000                        | 40,000                    |               | 0                                    | 0                        | 0                               |
|                        | <u>1,850,000</u>            |                  |                  | <u>1,030,000</u>              | <u>205,000</u>            | <u>0</u>      | <u>825,000</u>                       | <u>165,000</u>           | <u>660,000</u>                  |
| TOTALS                 | <u>23,348,354</u>           |                  |                  | <u>14,218,354</u>             | <u>1,383,354</u>          | <u>0</u>      | <u>12,835,000</u>                    | <u>1,350,000</u>         | <u>11,485,000</u>               |

\* Partial or full payments of principal and interest guaranteed by State of New Hampshire.

SUMMARY OF TAXES AND ASSESSED VALUATION  
1995-1999

|                                    | 1995          | 1996          | 1997          | 1998          | 1999          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Total Town Appropriations          | \$25,250,444  | \$28,762,324  | \$27,170,663  | \$29,675,423  | \$30,237,948  |
| Total Revenues and Credits         | (12,997,760)  | (15,645,758)  | (12,936,801)  | (14,973,565)  | (15,564,224)  |
| Special Adjustment                 |               |               | (19,433)      |               | 44,626        |
| Net Town Appropriations            | 12,252,684    | 13,116,566    | 14,214,429    | 14,701,858    | 14,718,350    |
| Net School Tax Assessment          | 21,322,454    | 22,811,300    | 23,813,042    | 25,620,593    | 10,829,576    |
| State Education Taxes              |               |               |               |               | 13,446,263    |
| County Tax Assessment              | 2,309,194     | 2,418,548     | 2,323,956     | 2,200,683     | 2,214,251     |
| Total Town, School and County      | 35,884,332    | 38,346,414    | 40,351,427    | 42,523,134    | 41,208,440    |
| Business Profits Tax Reimbursement | (565,662)     | (551,947)     | (563,982)     | (574,071)     | (188,295)     |
| War Service Credits                | 191,900       | 193,100       | 192,900       | 193,100       | 188,400       |
| Overlay                            | 257,608       | 253,108       | 246,942       | 254,382       | 252,805       |
| Property Taxes to be Raised        | \$35,768,178  | \$38,240,675  | \$40,227,287  | \$42,396,545  | \$41,461,350  |
| Valuation                          | \$784,045,990 | \$797,178,960 | \$805,189,910 | \$822,435,410 | \$839,140,610 |
| Tax Rate                           | \$45.62       | \$47.97       | \$49.96       | \$51.55       | \$49.58       |

**FIXED ASSET GROUP OF ACCOUNTS  
AS OF DECEMBER 31, 1999  
(UNAUDITED)**

|                                    | <u>Beginning<br/>of Year</u> | <u>End of<br/>Year</u> |
|------------------------------------|------------------------------|------------------------|
| Land and Improvements              | 0                            | 0                      |
| Buildings                          | 4,929,600                    | 5,231,300              |
| Machinery, Vehicles, and Equipment | 6,731,878                    | 7,614,848              |
| Construction in Progress           | 0                            | 0                      |
| Improvements other than buildings  | 4,431,810                    | 4,431,810              |
| Tax Deeded Property                | <u>0</u>                     | <u>0</u>               |
| <br>TOTAL                          | <br><u>16,093,288</u>        | <br><u>17,277,958</u>  |

**BANK BALANCES BY FUND BY ACCOUNT  
AS OF DECEMBER 31, 1999  
(UNAUDITED)**

|                                    | <u>Beginning<br/>of Year</u> | <u>Receipts</u>       | <u>Expenditures</u>   | <u>End of<br/>Year</u> |
|------------------------------------|------------------------------|-----------------------|-----------------------|------------------------|
| Citizens Bank - Operating          |                              |                       |                       |                        |
| General Fund                       | 14,864,104                   | 54,342,945            | 54,148,955            | 15,058,093             |
| Sewer Fund                         | 1,157,493                    | 1,882,172             | 1,687,232             | 1,352,433              |
| Water Fund                         | 223,051                      | 2,394,231             | 2,048,283             | 568,999                |
| Outside Detail Fund                | (114,595)                    | 735,333               | 718,367               | (97,629)               |
| Dare Fund                          | 13,197                       | 2,875                 | 6,716                 | 9,355                  |
| Outside Detail-Fire                | (6,714)                      | 13,918                | 8,154                 | (949)                  |
| Recreation Fund                    | (4,573)                      | 6,536                 | 1,963                 | 0                      |
| GIS Fund                           | 0                            | 1,385                 | 0                     | 1,385                  |
| Senior Center Fund                 | 0                            | 0                     | 150                   | (150)                  |
| Project Impact Fund                | 0                            | 0                     | 15,843                | (15,843)               |
| CDBG Flood Mitigation              | 0                            | 0                     | 456                   | (456)                  |
| Hazard Mitigation                  | 0                            | 0                     | 0                     | 0                      |
| Total                              | 16,131,963                   | 59,379,396            | 58,636,120            | 16,875,239             |
| <br><u>General Fund:</u>           |                              |                       |                       |                        |
| Fleet Bank-Ambulance               | 20,484                       | 440,645               | 350,033               | 111,096                |
| <br><u>Capital Projects:</u>       |                              |                       |                       |                        |
| Citizens Bank                      | 725,322                      | 78,733                | 244,296               | 559,758                |
| Citizens Bank-SUR                  | 0                            | 47,685                | 28,474                | 19,212                 |
| Citizens Bank-Weststate            | 1,109                        | 0                     | 0                     | 1,109                  |
| Citizens Bank-M & E Construction   | 4,730                        | 103                   | 0                     | 4,833                  |
| <br><u>Forfeiture and Seizure:</u> |                              |                       |                       |                        |
| Citizens Bank                      | 20,977                       | 4,653                 | 23,383                | 2,247                  |
| <br><u>Trust:</u>                  |                              |                       |                       |                        |
| Citizens Bank-Performance Escrow   | 1,076,934                    | 654,336               | 175,759               | 1,555,510              |
| Citizens Bank-Old Silver Farm      | 42,729                       | 119                   | 42,848                | 0                      |
| Citizens Bank-K. Skiba             | 1,410                        | 24                    | 0                     | 1,433                  |
| Citizens Bank-Samos Bldrs          | 3,643                        | 61                    | 0                     | 3,704                  |
| <br><u>Special Revenue Fund:</u>   |                              |                       |                       |                        |
| Citizens Bk-Conservation Comm.     | 58,146                       | 15,703                | 6,379                 | 67,469                 |
| <br><u>TOTAL</u>                   | <br><u>18,087,446</u>        | <br><u>60,621,456</u> | <br><u>59,507,292</u> | <br><u>19,201,610</u>  |

## TOWN TREASURER



John Sytek

The function of the Treasurer is a lot like digestion. When it's working correctly, you never notice it. I am happy to report another "unnoticed" year. This year's major event was the departure of Frances Bernard and is discussed in the report of the Finance

Department. Fortunately the system that she had so well developed allowed a seamless transition in the Treasurer's operations.

Policies and procedures remain largely unchanged. The remarks that follow are based on those of last year with appropriate changes to reflect the current financial situation.

RSA 41:29 provides in part that: "The Town Treasurer shall have custody of all monies belonging to the town and shall pay out the same only upon orders of the selectmen..."

The Financial Report section of the Town Report contains a comprehensive listing of town revenues and expenses. Here I provide some remarks about how the Town actually manages its cash.

Although the cash amounts in custody vary during the year, these amounts are typically substantial. In order for the Town to maximize the interest earned on these amounts, they are "swept" every night and invested in overnight repurchase instruments. The safety of these investments is guaranteed by being fully collateralized by the bank with U.S. government securities purchased by the bank in the Town's name. At the close of 1999, these "overnights" were earning 5.1% interest, up slightly from the beginning of the year. The interest earned by the Town on all its deposits for 1999 was \$506,768.

In accordance with long-standing and familiar tradition, the Town borrows in anticipation of taxes. This is necessary because tax revenues (the bulk of cash receipts) which are received twice a year, lag expenses for portions of the year. To meet this cash need, the Town borrows by means of tax anticipation notes (TAN's).

The tax anticipation note for 1999 in the amount of \$3M was incurred June 10 and redeemed December 16. The interest rate on the TAN was 3.75% with a premium paid to the Town leaving a net interest charge to the Town of 3.40%. The actual interest dollars paid were \$58,125.

Respectfully submitted,

John Sytek, Town Treasurer



**1 9 9 9     A N N U A L     T O W N     M E E T I N G     R E S U L T S**

|                   |  |                                      |
|-------------------|--|--------------------------------------|
| <b>Article 12</b> | <b>1999 Operating Budget</b><br>(Amended from \$23,289,743 to \$23,430,409)<br>Passed on Official Ballot Vote on March 9, 1999 | <b>\$23,430,409</b><br><b>Passed</b> |
| <b>Article 13</b> | <b>Fund Public Works Employees Union Contract</b><br>Passed on Official Ballot Vote on March 9, 1999                           | <b>\$43,235</b><br><b>Passed</b>     |
| <b>Article 14</b> | <b>Fund Clerical and Administrative Employees Union Contract</b><br>Passed on Official Ballot Vote on March 9, 1999            | <b>\$32,197</b><br><b>Passed</b>     |
| <b>Article 15</b> | <b>Fund Fire Employees Union Contract</b><br>Passed on Official Vote on March 9, 1999  | <b>\$76,197</b><br><b>Passed</b>     |
| <b>Article 16</b> | <b>Fund Police Employees Union Contract</b><br>Passed on Official Ballot Vote on March 9, 1999                                 | <b>\$70,530</b><br><b>Passed</b>     |
| <b>Article 17</b> | <b>1999 Operating Budget</b>   | <b>\$23,430,409</b><br><b>Tabled</b> |
| <b>Article 18</b> | <b>Fund Unaffiliated Employees Compensation Changes</b>  | <b>\$37,184</b><br><b>Passed</b>     |
| <b>Article 19</b> | <b>Fund Kelley Library Employees' Economic Benefits</b>  | <b>\$14,422</b><br><b>Passed</b>     |
| <b>Article 20</b> | <b>Fund Expiring Police Grant Officer Positions</b>  | <b>\$29,562</b><br><b>Passed</b>     |
| <b>Article 21</b> | <b>Winter Weather Management</b>   | <b>\$621,841</b><br><b>Passed</b>    |

|                   |  |                                   |
|-------------------|--|-----------------------------------|
| <b>Article 22</b> | <b>Revaluation</b><br>Moved Amended from \$243,000 to \$288,700  | <b>\$288,700</b><br><b>Passed</b> |
| <b>Article 23</b> | <b>Establish Special Revenue Fund - Geographic Information System</b>                                  | <b>Passed</b>                     |
| <b>Article 24</b> | <b>Landfill Closure</b>  | <b>\$330,000</b><br><b>Passed</b> |
| <b>Article 25</b> | <b>Roadway Improvement Program - Arterial Reconstruction</b>   | <b>\$763,600</b><br><b>Passed</b> |
| <b>Article 26</b> | <b>Roadway Improvement Program - Neighborhood Streets</b>  | <b>\$580,113</b><br><b>Passed</b> |
| <b>Article 27</b> | <b>Roadway Improvement Program - Arterial Overlays</b>   | <b>\$125,649</b><br><b>Passed</b> |
| <b>Article 28</b> | <b>Vehicle &amp; Equipment Replacement - Public Works</b><br>Moved Amended from \$167,000 to \$164,000 | <b>\$164,000</b><br><b>Passed</b> |
| <b>Article 29</b> | <b>Vehicles - Water</b><br>Moved Amended from \$25,000 to \$18,000                                     | <b>\$18,000</b><br><b>Passed</b>  |
| <b>Article 30</b> | <b>Replacement/acquisition of Firefighting Apparatus Capital Reserve Fund</b>                          | <b>\$527,128</b><br><b>Passed</b> |
| <b>Article 31</b> | <b>Historic Building Maintenance</b>   | <b>\$32,000</b><br><b>Passed</b>  |
| <b>Article 32</b> | <b>Repair Millville Dam</b>  | <b>\$188,000</b><br><b>Passed</b> |
| <b>Article 33</b> | <b>Expendable Trust Fund - Snow Management</b>   | <b>\$60,000</b><br><b>Passed</b>  |

|                   |   |                               |
|-------------------|---|-------------------------------|
| <b>Article 34</b> | <b>Project Impact Community Grant - Federal Emergency Management Agency Flood Hazard Mitigation Program</b>         | <b>\$267,000<br/>Passed</b>   |
| <b>Article 35</b> | <b>Community Development Block Grant Program - Hud Disaster Recovery Initiative Flood Hazard Mitigation Program</b> | <b>\$450,000<br/>Passed</b>   |
| <b>Article 36</b> | <b>404 Hazard Mitigation Grant - NH Office of Emergency Management Flood Hazard Mitigation Program</b>              | <b>\$333,333<br/>Passed</b>   |
| <b>Article 37</b> | <b>Community Development Block Grant- Construction of New Senior/community Center</b>                               | <b>\$1,315,000<br/>Passed</b> |
| <b>Article 38</b> | <b>Recreation Land Capital Reserve Fund - Additional Purpose</b>  | <b>Passed by 2/3</b>          |
| <b>Article 39</b> | <b>Recreation Land Capital Reserve Fund</b>   | <b>\$64,045<br/>Passed</b>    |
| <b>Article 40</b> | <b>250th Anniversary</b>  | <b>\$25,000<br/>Passed</b>    |
| <b>Article 41</b> | <b>Sewer Inflow/infiltration Analysis Phase 2</b>   | <b>\$155,000<br/>Passed</b>   |
| <b>Article 42</b> | <b>Construction &amp; Demolition Debris Disposal</b>  | <b>\$79,200<br/>Passed</b>    |
| <b>Article 43</b> | <b>Establish Expendable Trust Fund - Employment Separation Benefits</b>   | <b>\$35,000<br/>Defeated</b>  |
| <b>Article 44</b> | <b>Discontinue Salem Street Capital Reserve Fund</b>  | <b>Passed</b>                 |
| <b>Article 45</b> | <b>Town Sidewalk Expendable Trust Fund</b>  | <b>\$14,437<br/>Defeated</b>  |
| <b>Article 46</b> | <b>Authorize Special Town Meeting - Collective Bargaining Cost Items</b><br><br>Moved to Table Indefinitely         | <b>Tabled</b>                 |

|                   |   |                            |
|-------------------|---|----------------------------|
| <b>Article 47</b> | <b>Increase Number of Elected Budget Committee Members</b>  | <b>Passed</b>              |
| <b>Article 48</b> | <b>Improve Intersection of Lawrence Road and Linwood Avenue</b>                                   | <b>\$57,000<br/>Passed</b> |
| <b>Article 49</b> | <b>Install Street Light on Shore Drive</b>  | <b>\$120<br/>Passed</b>    |
| <b>Article 50</b> | <b>Pave Robertson Street</b><br>Moved to Table Indefinitely                                       | <b>\$10,345<br/>Tabled</b> |
| <b>Article 51</b> | <b>Pave Section of Theresa Avenue</b>   | <b>\$33,900<br/>Passed</b> |
| <b>Article 52</b> | <b>Pave High Street to and Including Mountain Avenue</b>  | <b>\$25,583<br/>Passed</b> |
| <b>Article 53</b> | <b>Sell Town-owned Property - Lawrence Road - Map 91, Lot 7525</b><br>Moved to Table Indefinitely | <b>Tabled</b>              |
| <b>Article 54</b> | <b>Sell Town-owned Property - Kachadorian Trailer Park - Lot 58</b>                               | <b>Passed</b>              |
| <b>Article 55</b> | <b>Sell Town-owned Property - 59 Shadow Lake Rd - Lot 24</b>                                      | <b>Passed</b>              |
| <b>Article 56</b> | <b>Sell Town-owned Land - Mahoney Ave - Map 67, Lots 2036 &amp; 2043</b>                          | <b>Passed</b>              |

This is a true copy of the results of the 1999 town meeting held on march 13, 1999 and for articles 12 - 16 the vote on march 9, 1999.

ATTEST:

Barbara M. Lessard, Town Clerk



3740 Total Vote

16931 Registered Voters

22% Voter Turnout

Bureau of Finance

Town Clerk

**OFFICIAL BALLOT**  
**ANNUAL TOWN ELECTION**  
**SALEM, NEW HAMPSHIRE**  
**MARCH 9, 1999**

**INSTRUCTIONS TO VOTERS**

1. To vote, complete the arrow(s)  $\leftarrow$  pointing to your choice(s), like this:  $\leftarrow$
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow  $\leftarrow$  pointing to the write-in line like this:  $\leftarrow$

**FOR SELECTMAN**

THREE YEARS VOTE for TWO

ROBERT J. CAMPBELL

EVERETT P. MCBRIDE, JR.

PHILIP SMITH

(Write-in)

(Write-in)

**FOR TOWN CLERK**

THREE YEARS VOTE for ONE

DENISE LEPAGE

BARBARA M. LESSARD

(Write-in)

**FOR TAX COLLECTOR**

THREE YEARS VOTE for ONE

CHERYL-ANN BOLOUK

(Write-in)

**FOR TOWN TREASURER**

THREE YEARS VOTE for ONE

JOHN SYTEK

(Write-in)

**FOR BUDGET  
COMMITTEE MEMBER**

THREE YEARS VOTE for TWO

HARLEY G. FEATHERSTON

ROBERT MAYER

EARL K. MERROW

SANDRA P. ROULSTON

(Write-in)

(Write-in)

**FOR BUDGET  
COMMITTEE MEMBER**

TWO YEARS VOTE for ONE

ROBERT A. JOHNSON

(Write-in)

**FOR TRUSTEE OF THE  
TRUST FUNDS**

THREE YEARS VOTE for ONE

MICHAEL K. GAROFALO

(Write-in)

**FOR LIBRARY  
TRUSTEE**

THREE YEARS VOTE for ONE

RICHARD COONEY

ETHEL M. FAIRWEATHER

(Write-in)

**Article 2**

Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would exempt senior housing projects from the Residential Growth Limitation Ordinance.)

YES

NO

**Article 3**

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would exempt one and two family dwellings from the Town Center District regulations.)

YES

NO

**Article 4**

Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would exempt business-office projects along a portion of Main Street from the Town Center District regulations.)

YES

NO

**Article 5**

Are you in favor of the adoption of Amendment No. 4, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would amend definitions in the Seniors Housing Overlay District.)

YES

NO

**Article 6**

Are you in favor of the adoption of Amendment No. 5, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would define the term "high water mark".)

YES

NO

**Article 7**

Are you in favor of the adoption of Amendment No. 6, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would modify certain exemptions in the Wetlands Ordinance.)

YES

NO

**Article 8**

Are you in favor of the adoption of Amendment No. 7, as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would designate the enforcement authority for land use regulations.)

YES

NO

**Article 9**

Are you in favor of the adoption of Amendment No. 8, as proposed by petition of the voters of this Town? (This amendment would require a 1000' setback between tall-tower and body piercing establishments.) The Planning Board recommends disapproval of this amendment.

YES

NO

**Article 10**

Are you in favor of the adoption of Amendment No. 9, as proposed by petition of the voters of this Town? (This amendment would require a 100' buffer between commercial uses and residential land.) The Planning Board recommends disapproval of this amendment.

YES

NO

TURN BALLOT OVER TO CONTINUE VOTING



**Article 11**

Are you in favor of the adoption of Amendment No. 10, as proposed by petition of the voters of this Town? (This amendment would rezone property at 5 Kelly Road from Residential to Highway-Commercial District.) The Planning Board recommends approval of this amendment.

1923  
YES ☒   
NO ☒ 1422

The following articles, (12 through 16) were forwarded to this ballot, pursuant to the Town Charter, after consideration at the Town Meeting deliberative session of February 6, 1999.

**Article 12 1999 Operating Budget \$23,430,409**

To see if the Town will vote to raise and appropriate the sum of Twenty-Three Million Four Hundred Thirty Thousand Four Hundred Nine Dollars (\$23,430,409) for the operational expenses of the town for fiscal year 1999.

(If the operating budget fails to pass on this ballot, the operating budget will be considered again at the deliberative session of the Town Meeting to be held on March 13, 1999.)

2257  
YES ☒   
NO ☒ 1075

**Article 13 FUND PUBLIC WORKS EMPLOYEES UNION CONTRACT \$43,235**

To see if the Town will vote to raise and appropriate the sum of Forty-Three Thousand Two Hundred Thirty - Five Dollars (\$43,235), such sum representing the cost of those increased economic benefits for members of the Association of Federal, State, County & Municipal Employees, (A.F.S.C.M.E.), Local 1801, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

With recommendation of the Board of Selectmen  
With recommendation of the Budget Committee

2260  
YES ☒   
NO ☒ 1115

**Article 14 FUND CLERICAL AND ADMINISTRATIVE EMPLOYEES UNION CONTRACT \$32,197**

To see if the Town will vote to raise and appropriate the sum of Thirty-Two Thousand, One Hundred Ninety-Seven Dollars (\$32,197), such sum representing the cost of those increased economic benefits for members of the State Employees Association of New Hampshire, (S.E.A.), Local 1984, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

With recommendation of the Board of Selectmen  
With recommendation of the Budget Committee

2292  
YES ☒   
NO ☒ 1164

**Article 15 FUND FIRE EMPLOYEES UNION CONTRACT \$76,197**

To see if the Town will vote to raise and appropriate the sum of Seventy-Six Thousand One Hundred Ninety Seven Dollars (\$76,197), such sum representing the cost of those increased economic benefits for members of the International Association of Fire Fighters (I.A.F.F.), Local 2892, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

With recommendation of the Board of Selectmen  
With recommendation of the Budget Committee

2419  
YES ☒   
NO ☒ 1003

**Article 16 FUND POLICE EMPLOYEES UNION CONTRACT \$70,530**

To see if the Town will vote to raise and appropriate the sum of Seventy Thousand Five Hundred Thirty Dollars (\$70,530), such sum representing the cost of those increased economic benefits for members of the Salem Police Relief, Teamsters, Local 6343 of New Hampshire, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

With recommendation of the Board of Selectmen  
With recommendation of the Budget Committee

2397  
YES ☒   
NO ☒ 1038

## *NOTES*

## *NOTES*

## ***NOTES***

## *NOTES*





# TOWN OF SALEM

## NEW HAMPSHIRE

### EMERGENCY NUMBERS:

|                             |          |
|-----------------------------|----------|
| Ambulance                   | 911      |
| Fire                        | 911      |
| Police                      | 911      |
| Crime Line                  | 893-6600 |
| Emergency Management Center | 890-2210 |

### DEPARTMENT NUMBERS:

|   |          |
|---|----------|
| General Information                           | 890-2000 |
| Board of Selectmen                            | 890-2128 |
| Town Manager                                  | 890-2120 |
| Assessing Department                          | 890-2010 |
| Building Department (Permits & Inspections)   | 890-2020 |
| Capital Projects Management                   | 890-2033 |
| Community Development                         | 890-2020 |
| Engineering Department                        | 890-2030 |
| Finance Department                            | 890-2040 |
| Fire Department (Non-Emergency)               | 890-2200 |
| Health Department (Permits & Inspections)     | 890-2050 |
| Human Resources Department (Personnel)        | 890-2070 |
| Human Services Department (Public Assistance) | 890-2130 |
| Planning Department                           | 890-2080 |
| Police Department (Non-Emergency)             | 893-1911 |
| Animal Control                                | 890-2390 |
| Public Works Department                       |          |
| General Information                           | 890-2150 |
| Transfer Station                              | 890-2164 |
| Water Treatment Plant                         | 890-2171 |
| Cemeteries & Parks                            | 890-2180 |
| Purchasing Department                         | 890-2090 |
| Recreation Department                         | 890-2140 |
| Senior Citizens Center (Elderly Services)     | 890-2190 |
| Tax Collection                                | 890-2100 |
| Town Clerk                                    | 890-2110 |

### OTHER IMPORTANT NUMBERS:

|  |          |
|--|----------|
| District Court   | 893-4483 |
| Fuel Assistance  | 898-8435 |
| Housing Authority  | 893-6417 |
| Kelley Library   | 898-7064 |
| Museum   | 890-2280 |
| Field of Dreams Park & Playground  | 890-2140 |
| New Hampshire Registry of Motor Vehicles ( <i>Information Message Only</i> ) | 893-8734 |

### School Department:

|                           |          |
|---------------------------|----------|
| Superintendent of Schools | 893-7040 |
| Barron School             | 893-7067 |
| Mary Fisk School          | 893-7051 |
| Walter Haigh School       | 893-7064 |
| Lancaster School          | 893-7059 |
| North Salem School        | 893-7062 |
| Soule School              | 893-7053 |
| Woodbury School           | 893-7055 |
| Salem High School         | 893-7069 |